SOCIO-CULTURAL INFLUENCE ON EMPLOYEES' MOTIVATION IN TANZANIAN PUBLIC HEALTH SECTOR

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CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance by the Open University of Tanzania, a thesis titled; **"Socio-cultural Influence on Employee Motivation in Tanzanian Public Health Sector"** in fulfillment of the requirement for the award of the degree of Doctor of Philosophy of the Open University of Tanzania.

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DECLARATION

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Signature

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Date

DEDICATION

This thesis is dedicated to the Almighty, the Omnipotent, Self-subsisting and the wholly glorious living God. The thesis is also dedicated to my late father Andrew (Kassim) Mussa Ng'ingo, My mother Lucy (Betty) Kasunga, my lovely wife and companion Bernadetha, to my sons Andrew, Prince, Collin and Kellyn. Their passion and support had led to the achievement of this work. To my sons, it stands as a yardstick for their future academic journey.

AKNOWLEDGEMENT

ABSTRACT

The study aimed to investigate socio-cultural influence on employee motivation in Tanzanian public health sector. The study involved one national hospital and two referral hospitals in Dar es salaam, Tanzania. Hermeneutic or interpretivism research philosophy was adopted for the study. Qualitative research design and exploratory research strategies were used for the study. Non probability and snow ball sampling technique were used to obtain a sample of 57 (saturation point) participants. Interview method was used for data collection. Authenticity and dependability of data collection instruments were ensured through pre-testing, expert valuation and peer review from research units. Data analysis was done through thematic data analysis technique with the aid of Nvivo Mac version 12 plus. The findings of the study indicated that ethnicity, custom and values, religious commitment and workplace management influenced employee motivation. The study established a new knowledge through a comprehensive explanation that ethnicity, custom and value, religion and workplace management had substantial influence on employee motivation. Further studies may validate the study findings so as to extend or develop motivational theories basing on African and in particular Tanzanian context. In addition, managers could use the findings to create a better approach to motivate employees of diverse socio cultural backgrounds. Similarly, policy makers need to pay attention to Tanzanian socio-cultural influences in reviewing, developing and evaluating motivation policies. The study concluded that socio-cultural influences were paramount on employee motivation. The study recommended that further studies might be done to address how employees could be motivated in their social setting. In addition, further studies might focus on health facilities' employees' (who were neither doctors nor nurses) motivation as they have valuable contributions in quality health service delivery.

Keywords: *Socio-Cultural, Employees, Motivation, Public Health Sector.*

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LIST OF ABBREVIATIONS

CCHP	Comprehensive Council Health Plan
DHIS2	District Health Information System Version 2
MNH:	Muhimbili National Hospital
NBS:	National Bureau of Statistics
NHIF	National Health Insurance Fund
OSHA:	Occupational Safety and Health Act.
POPSM:	President's Office Public Service Management
SDGs:	Sustainable Development Goals
TCU:	Tanzania Commission of Universities
UNDP:	United Nations Development Programme
URT:	United Republic of Tanzania
WHO:	World Health Organisation

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter provides the background information of the study, statement of the problem, research objectives, research questions, significance and scope of the study.

1.2 Background to the Study

Employee motivation in public health sector has a substantial influence on the provision of best quality health services to the community. The development of any country in the world is to a great extent determined by the quality of health of its people. In addition, public health workers form the basis of health service delivery in any community in the world (Abdelmoteleb, 2020). Furthermore, the quality of peoples' health is influenced by the extent to which health workers feel motivated, engaged and realize achievement of the work done (Manzoor, 2013; Geldenhuys *et al*, 2014). In addition, employees are vital organizational asset which require motivation and engagement to arouse desire and efforts towards achievement of both organizational and individual goals or interests which had attracted him or her to join that particular organisation (Geldenhuys *et al*, 2014).

Similarly, health workers are the most important asset which stimulate, initiate, implement, provide and enhance health service delivery when they poses a sense of being motivated. Motivated health workers are the sole providers of competitive advantage and valued asset which make a health facility grow, achieve quality service delivery as well as compliance with health sectors related ethics (MacLeod and Clarke, 2011). These literatures suggest that the issue of motivation for

employees in public health facilities is still very important for a health facility to attain its core objectives more effectively.

United Nations Development Programme Report (2015) indicated that motivated workers in public sectors including health sectors possess attitude, sense of duty and morality with the intention to serve the public interest but the practice and reality on ground for most health workers is that they lack motivation to demonstrate their capabilities. For example, a survey conducted in 2013 by the United Kingdom government on employees working in education, health and social care sectors indicated that seventy percent of the respondents felt that their morale was "at an all-time low" and more than a half of the respondents reported that they felt not supported by their managers. The findings of the aforementioned survey suggested that the issue of motivation among health sector is still a problem not only in developing countries but also in developed world

The World Health Organisation Report Working together for Health (2006) indicated that there was an apparent need to change management mindset from focusing on poor performance of health workers to health workers motivation and management. The report further indicated that health workers motivation was still a problem in the world. The report indicated that health workers' motivation for Norway, Poland, Spain and German was low, where there was low motivation then engagement was also predicted to be low. Similarly, in Malaysia it was found that public sector was faced with unsatisfactory remarks over service delivery, delays, lateness, rudeness and lack of job commitment (Zakaria *et al,* 2012). In recent decades, health sectors around the world are experiencing a wave of strikes, for

example doctors strike in German, 2012; India, 2012; United Kingdom, 2015; France, 2015; Brazil, 2015 (Patience *et al.* 2016).

Furthermore, the World Health Organisation (2006) and UNDP Global Centre for Public Service Excellence (2015) indicate that, Sub Saharan Africa has 24% of world disease burden with 3% access to health workers, its health system is unresponsive, inefficient, unsafe and not well equipped. In addition, as the world is striving towards Universal Health Coverage (UHC), the Sustainable Development Goal 3 (SDG3) and health for all at all ages, motivating the available health workers, attracting and retaining them had become the most important issues to address in public health sector. Employee motivation had been so far not attained as expected. For example, Okafor (2014) describes Nigeria's public services as incapable of delivering quality services and has always been experiencing frequent industrial strikes from all categories of health workers between 2013 and 2015. Likewise, Botswana public workers went on strike in 2011 while South African public workers went on strike in 2007. These strikes consequently, led to closure of hospitals and schools which negatively affected delivery of public services in those countries.

The intention of this study was not to assess strike issues, but since strike at workplace arise due to conflict of interest after mediation failure between the parties in employment matters particularly those which were not part of the contract of employment but were seen to contribute to employee motivation, The study found it worth to cite some examples of strikes to support the prevailing situation on how motivation is negatively perceived among employees in public health sector. In East Africa health workers have gone on strikes for several years. For example, Kenyan

doctors and nurses went on strike in 2011, 2012, 2015 and 2016. Similarly, Ugandan health workers had demonstrated threat to strike in 2012, 2013, 2014 and 2015. Furthermore, Tanzanian doctors went on strike in 2012 (Lakin, 2012; Akumu, 2012; Mwaniki and Andae, 2012; Withnall, 2016; and Mwesigwa, 2017). These strikes led to closure of health facilities and had greatly disrupted provision for quality health service to people in those countries (Patience *et al*, 2016). The strikes incidences cited in this part of the study, suggested that health workers motivation was still a big challenge which needed to be addressed deeply

Employees working in the public service are becoming increasingly diverse, multicultural and employee demography was changing at high rate (Alrawi, 2011). More women and youth are now found to be working in the public health sector than ever before. Managing a multicultural workforce has become a complex issue that calls for new approach in enhancing employee motivation (Alrawi, 2011). At this point the approach for dealing with motivation requires managers to focus on studying culture. Culture forms the bases of shared values and beliefs of employee. Managers need to understand cultural driven motivational responses of the employee in that social setting. The current study was centred on socio-cultural influence on employee motivation the area which many visited literatures have not addressed.

Public health facilities in Tanzania are comprised of employees from varied socio-cultural backgrounds. Being of such diverse socio-cultural background and experience, motivating employees in public health facilities have been a much complex task to managers for decades. Furthermore, Chandani, *et al* (2016) observed that "Managements in public sectors are challenged every day on their capabilities to

motivate and engage employees to provide quality services to the society". In addition Ganta (2014) maintained that "Employee motivation has always been a central problem for leaders and managers" Health facilities' management priority have always been to ensure employees are motivated so as to deliver quality services (Lynn and Sheena, 2012; Maduka and Okafor, 2014; Ibrahim and Falasi, 2014). The issue of public health workers' motivation has so far been unclear to management and employee (Toode, 2015). This study explored socio-cultural influence and employees' motivation in Tanzanian public health facilities.

Tanzanian government has demonstrated remarkable effort to ensure public health workers are motivated. The efforts include; staff training, job restructuring, allowances, incentives, promotions and better working environment (URT, 2010). In addition, the government had significantly increased enrolment of medical students from 2011 till to date. Tanzania Commission for Universities (TCU) Admission Guidebook (2015) indicated that 1,580 undergraduate medical students were enrolled in Tanzania. The aim was probably to carter for the shortage of doctors and nurses in the public health sector (Goodell *et al*, 2020; Siril *et al*, 2020)

The efforts taken had so far not yielded expected employee motivation positive results, the current health workers motivational situation indicated that health workers were not feeling motivated (Leshabari *et al* 2008; Siril *et al*, 2020; Goodell *et al* 2020). In addition, the Tanzanian Deputy Minister for Health in his official visit at Iringa referral hospital expressed deep concern with poor nurses attitude towards attending patients, that the nurses were delaying to attend pregnant and delivering mothers in labour wards without apparent reasons (a sign of lacking

motivation), the minister expressed displeasure when he learnt that, the delivering mothers bought their own medicine and other required facilities for the services but nurses were deliberately not attending them. In addition, nurses were seen not to comply with their work values in particular timely patients care and morality which signals a somewhat go-slow act which is among the symptoms of lack of morale and lack of motivation (Simtowa, 2020)

Similarly, Mloganzila Hospital was established in 2017 with the purpose of providing quality health services and reducing congestion of patients seeking referral treatments at Muhimbili National hospital, Temeke, Amana and Mwananyamala Referral Hospitals. The current situation indicate that the expected purpose has been highly deviated from and the health sector is facing much criticism and complains for poor health service delivery form the general public. For example; Mwananchi newspaper, Opinion and analysis column January 7th and 8th 2020 reported that Mloganzila Hospital (Branch of Muhimbili National Hospital) was not attending patients timely and ethically.

The report added that, patients were delayed for so long time to get medical examination/laboratory test results and other treatment records to the extent that they contacted new infections due prolonged delays. For example, one patient was given a referral from Amana to Mloganzila, upon arrival the laboratory test/ CT scan was done but the results were not made available for five days till the patient died without treatment. In addition, another patient took twenty-one days to get the results which was too late for treatment and consequently his leg was amputated (Mwananchi Newspaper, 7/1/2020) In addition, in the same report, it was revealed

that the responsible Deputy Minister for health was contacted over the complains from different stakeholders about poor health services at Mloganzila Hospital, he admitted having learnt on the complains and said the ministry was working on the matter.

Furthermore, at Temeke Hospital six nurses were suspended from their duties due to allegation of demanding payments from patients who had National Health Insurance Fund cards the act which contravened their work ethics and was an indicator of lacking job motivation (Deputy Minister for Health speech in 2016). Similarly, the minister of health, community development, elderly and children had instructed responsible authorities to investigate public health facilities to find out the causes for delay in service delivery (Mkonde, 2020). The scenario suggested that, the government have initiated public service employees' motivation on one hand, but health workers were not feeling motivated. The information above suggested that the issue of employee motivation in health sector was still a challenge in Tanzania.

On 30th January, 2021 the then President of Tanzania made a visit at Tabora Regional Hospital where he was informed that within one year, at least five specialist medical doctors had left the job and had joined private hospitals. The reasons provided for doctors' departure was lack of motivation, poor working conditions and non-conducive working environment. The president told the audience those doctors were the most privileged cadre because they were given one hundred percent students loan for pursuing their further studies as a motivation. The president said health work was based more on sacrifice than salaried job (Directorate of Communication, State House Tanzania, 2021).

Basing on that published speech, it was apparent that the issue of health workers motivation was still a complex problem and further comprehensive studies were needed to establish what, why and how to motivate employees in the public health sector in Tanzania. The current study had intended to narrow down the gap by qualitatively exploring the socio-cultural influence on employee motivation in Tanzanian public health sector.

Similarly on June 1st 2021 Her excellency the President of Tanzania made a visit at Mwananyamala Referral Hospital where she insisted that doctors and nurses need not to work for salary only but work for the sacrifice of the livelihood of mankind. She added that there was no best sacrifice in any religion than that of helping and enabling people to recover from health problems. In addition, she acknowledged that there were few health workers in relation to the actual demand and were having a heavy workload but she requested them to continuing working to help the government to improve health service (Directorate of Communication, State House-Tanzania, 2021). The speech impliedly meant motivation of health workers was an important aspect for public health service delivery.

Furthermore, Sustainable Development Goals (SDGs) had identified a ratio for skilled health workers for a new threshold of 4.45 doctors, nurses and midwives per 10,000 population to execute goal number three which stipulated for provision of quality health service to all ages. The SDGs suggested a minimum ratio which would enable the health workers to provide a variety of health services such as responding to pandemic and endemic diseases more actively. In addition, Tanzania Development Plan Vision 2025 advocated for access to quality health for all by

2025. In addition, WHO (2015) report on Health Workforce 2030 had predicted that by 2030 Africa including Tanzania would face a shortage of 3.7 million health workers. The current situation in the United Republic of Tanzania indicated that the density in 2012 was 0.5 per 10,000 population (Sato *et al,* 2017). In community health facilities the ratio was four health workers per 10,000 population in Tanzania (Mpembeni *et al*, 2015). In primary health facilities the ratio was found to be 0.31 physician per 10,000 population national wide (Siril *et al* 2020; Mmari, 2013).

The study by Goodell, *et al.,* (2020) estimated that 56% of the medical students enrolled between 2011 and 2020 would not be working with public health sector by 2025, however it was also projected that the ration might reach 1.4 per 10,000 population by 2025.The projected loss of medical human resource had threatened the achievement of Development Plan Vision for 2025. The ratio was found to be too low as compared to WHO (2015) recommendation of 25 health workers for 10,000 population for a community health facility to respond to SDGs. The data indicated that Tanzania was facing an acute shortage of skilled health workers. The data suggested that it was vital for the health facilities management to have in place motivational strategies for motivating the available health workers to continue delivering best quality health services.

Similarly, the study by Nuhu *et al* (2020) suggested that Tanzanian public health sector had experienced an acute shortage of health workers and that the quality health service delivery was not promising. The study indicated that the government of Tanzania had introduced public-private partnership in health sector to improve service delivery but again the partnership has shown no sign of improving health

service delivery. The study concluded that shortage of human resources and lack of motivation had led to ineffective functioning of the health facilities.

Furthermore, the World Bank Group (2015) conducted in Tanzania on health service delivery. The survey used Service Delivery Indicator (SDIs) for data processing. The result of the survey revealed that Tanzania had an extreme shortage of health workers. The study also indicated that there was a need to improve supervision and management of the available health workers. Similarly, WHO-Global Health Observatory (2012) Report indicated that Tanzania was facing acute shortage of health workers. The study impliedly suggested that managers in health sectors needed to find new motivational approaches which would enable them to attract, retain and effectively use the limited available health workers. The study had mounted a very great concern over the motivational practices applied by management and supervision of health workers in Tanzania.

The reports provided above such as World Bank Group (2015); Directorate of Communication; State House Tanzania (2021) and research studies such as Nuhu (2020), Mpembeni *et al* (2015) and Sato *et al* (2017) suggested that population growth, emergent of pandemic and epidemic disease including the current COVID-19 coupled with shortage of health workers had to a greater extent threatened and endangered the provision of quality health services in Africa and Tanzania in particular. It had become apparent that motivating health worker through socio-cultural influences would yield positive morale in provision of quality health services. Thus, the issue of employee motivation in public health sector had attracted attention for the current study.

The above explanations suggested that health workers motivation was very important but was still a problem which needed to be addressed through a comprehensive qualitative in-depth study. To address the explained challenging situation above, the current study had comprehensively explored the socio-cultural influence on employee motivation in Tanzanian public health facilities.

1.3 Statement of the Problem

Tanzania has one hundred and twenty-five ethnic groups which speak one hundred and twenty different languages. (African Studies Centre, University of Pennsylvania, 2019; International Work Group for Indigenous Affairs Report, 2019; World Directory of Minorities and Indigenous People, 2018) Motivating employees from different ethnic background has always been complex because each ethnic group has its own distinct culture and motivational preference. There were limited studies on ethnicity and employee motivation from Africa and Tanzania in particular thus creating a knowledge gap which has been narrowed down by the current study

In addition, Tanzania has two main religious communities (Christians and Muslims). Christian groups include Protestants (including Pentecostals), Lutherans, Anglicans, Roman Catholics, Seventh Day Adventist, Mormons, Salvation Army, Methodist and Jehovah's Witness. The Muslim group consists of Sunni and Shias. Other groups include Bahai's, Hindus, Sikhs, Budhists, Disciples of Branham and Traditionalists (International Religious Freedom Report, 2015). Therefore, it is evident that Tanzania public sector employees were from different religious beliefs. There were limited studies which had addressed employees' motivation in public health sector for multi religious employees in Africa and Tanzania in particular. The current study

had addressed the importance of understanding religious difference in the course of motivating employee motivation basing on participants' view point.

Studies from outside Africa had indicated that culture influenced employees' motivation (Ostroff and Bowen, 2016, Drabe *et al,* 2015, Chordiya *et al*, 2017). Most visited studies on culture and motivation such as Rattu (2018), Adjei, 2016; Yousaf *et al* 2014; and Patience *et al*, 2016; had not addressed socio-cultural influence on employee motivation from participants view point. The current study had addressed socio-cultural factors influencing employee motivation specifically ethnicity, customs and values, workplace management; and religious influence on employee motivation.

In addition, studies on motivation have been widely done however most of them were quantitative and did not address socio-cultural influence on employees' motivation (For example Nuhu 2020; Sato *et al* , 2017; Aganda, 2014; Mmari, 2013; Leshabari *et al,* 2008; and   Boxall *et al,* 2008). The above visited studies had employed quantitative methods in data collection and analysis and came up with statistical findings. Statistical findings had provided limited understanding as to exactly what, how and why employee became motivated in a particular social setting.

Furthermore, there is a lack of comprehensive and qualitatively researched studies which have addressed socio-cultural influence on employees' motivation basing on employee's thoughts, feelings, experience, perception, interpretation which would have resulted into socially constructed and shared meaning in a particular social

setting. Furthermore, there is lack of clear understanding on how and why socio-cultural factors influence employee motivation. The lack of such understanding has led into limited knowledge among managers and policy makers on why motivational assumptions do not work smoothly across cultures (Bakar, 2013). In addition, the study visited a number of existing motivational theories (Maslow's Hierarch of Needs, Herzberg Two Factors, McClelland, Alderfer ERG, Vroom's Expectancy, Adam's Equity, Goal Setting and Reinforcement) for the purpose of familiarization with employee motivation and to avoid repeating what has been studied already.

In the course of familiarization, it was noted that none of the motivational assumptions visited has explored socio-cultural influence in connection to employees' motivation using qualitative methods. Most visited studies were conducted outside Africa and Tanzania in particular because of cultural difference the adoption of the studies in Tanzania had been complex. Therefore the need to conduct a study basing on Tanzanian socio cultural setting became necessary. This study has explored how socio-cultural influence employee motivation in Tanzanian public health sector using inductive qualitative methods to build new knowledge on the influence of ethnicity, custom and value, religiosity and workplace management on employee motivation in Tanzanian public health facilities.

1.4 Research Objectives

The study was guided by the following general and specific objectives.

1.4.1   General Objective

The general objective was to investigate socio-cultural influence on employees' motivation in Tanzanian public health sector.

1.4.2   Specific Objectives

   i)   To explore ethnicity influence on employees' motivation;

   ii)   To explore customs and values influence on employees' motivation;

   iii) To explore religious commitment influence on employees' motivation;

   iv) To explore workplace management influence on employees' motivation.

1.5 Research Questions

The study guided by one general research question and four specific research questions.

1.5.1   General Research Question

Explore socio-cultural influence on employees' motivation in public health sector in Tanzania

1.5.2   Specific Research Questions

The study was guided by the following research questions: -

      i.   How does ethnicity influence employees' motivation;

      ii.   How do customs and values influence employees' motivation;

     iii.   How does religion influence employees' motivation;

     iv.   How does workplace management influence employees' motivation.

1.6 Significance of the Study

This study had adopted inductive research approach to facilitate generation of new knowledge (to develop a comprehensive understanding) on socio-cultural factors (ethnicity, custom and values, religion, and workplace management) influence on employees' motivation in Tanzanian public health sector. This study was not

intended to test hypothesis from existing employee motivational theories but was intended to develop a theoretical explanation (generate new knowledge) based on meanings derived from individual's feelings, perception, experience, thought, opinions and interpretation which had emerged during the research process (identification of concepts, patterns (categories) and their relationships). This study had explored the problem form participants' view point using qualitative method and exploratory strategy which have not been widely used in previous employees' motivation studies.

The information obtained from the study has contributed to the development or generation of new knowledge and more comprehensive understanding on how socio-culture influence employee motivation in Tanzanian public health sector and therefore has contributed to fill what was not covered in the previous scholarly literatures. In addition, the study has contributed to develop more comprehensive analytical and evaluative methods (data driven method) suitable for qualitative management studies. Furthermore, the study has contributed to lay a ground for further studies into different fields by academicians.

The findings of the current study could be validated by future studies using a combination of research methods. Furthermore, the findings of the study could be used to extend the existing human resource motivational theories. In addition, the findings could be used to extend Vygotsky's theory which asserts that individual development is dependent on social information which leads to cognitive development. In addition, the information from this study is expected to assist managers, supervisors and employees to engage in best motivational practices basing

on explored socio-cultural influences with minimum or no financial costs to the organisation. In addition, the study will help policy makers to develop and promote friendly motivational policies which would focus on factors which continually motivate, engage, and make public health workers realize achievement from their jobs.

1.7 Organisation of the study

The study was organized in six chapters. The first chapter was about background information, the second chapter was on related literature review, the third chapter was on methodology, the fourth chapter was on data analysis interpretation, the fifth chapter was on discussion of the findings and the last chapter was on conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter provides a literature review for a number of scholarly studies which have addressed employee motivation from different perspectives but has valuable contribution to this research. This part provides for a particular focus on definition from literatures visited, conceptual definitions, motivational assumptions, empirical literature, research gap and a summary of empirical literature review.

2.2 Conceptual Definitions

Health workers have been defined by the World Health Organisation Report (2006) as people who are engaged in activities which primarily enhance and improve health of people in a society. In this study, health workers refer to employees in public health facilities who are responsible for provision of timely, efficient and acceptable level of quality health services to the people during the time of need. Tanzania's population was found to be rapidly growing so do were the needs for public services including public health services delivery (National Bureau of Statistics, 2016). The number of health workers was found to be 0.5 per 10,000 populations that suggest that there was an acute shortage of health workers in Tanzanian health facilities (Sato, *et al.*, 2017).

Therefore, public health workers were under high pressure to provide quality health services due to the high growing population. In order to deliver quality health services, the management should keep their employee motivated (Saad, 2018). This impliedly meant employers, managers; supervisors would be obliged to ensure that

health workers were highly motivated to work. In order to efficiently motivate the health workers, health facility managers would be required to know how to motivate health workers in their respective social settings.

Motivation is anything which stimulates willingness of an individual to act in a certain way or do something under certain behavior (Heathfield, 2015). Furthermore, motivation is regarded as a value based, psychological and biological stimulus which activates human behavior, verbal and physical responses in a particular situation and social settings (Toode, 2015). Motivation makes public health workers to act in ways which would lead them to achieve their personal and health facilities' targets and expectations which manifest itself on employee's commitment, attendance, quality, initiative and efficiency (Armstrong, 2008; Cole, 2007; Prasad, 2008; Nizam, 2015, Gupta, 2008).

Motivation can be categorized into intrinsic, extrinsic, positive and negative. Intrinsic motivation was associated with employee internal desire to do the work. Extrinsic motivation was associated with employee external forces or stimulus to do the work in a given way. Positive motivation was associated with employee desire to work in the best possible way and improve service delivery as well as creating positive perception to the general public about health services. Negative motivation was associated with extreme measures and controls which make an employee work (Jain, *et al.*, 2019).

In this study motivation was defined as an internal psychological state of an employee which influenced him or her to act and behave in particular way which had led him or her to increase effort towards achieving certain personal and health

facility expectations. In addition, motivation was assumed to stems from needs which a health worker expected to meet as an outcome of his job. Basing on that assumption, public health management were argued to strive at their best levels to ensure that those needs were known and the approaches to meet those needs were in place and the needs were met.

Health sector was defined by Pan American Health Organization (2022) as a set of values, standards, institutions, and actors that produce, distribute and consume goods and services whose principal objectives are to safeguard health of individuals in the population. In this study, public health sector was defined as a public establishment with defined set of values, ethics, standards, morals and professionalism whose sole purpose was to ensure life wellbeing of mankind in the society.

An employee is a person who enters into a contract of service or contract for service with another person with the purpose of rendering his or her labour in return for wage or payment from the employer. (URT, 2004, ILO, 2007) The employer sets the terms and conditions on how the work is to be performed and the employee complies to such terms and condition in the course of accomplishing the agreed work. However, contract of employment does not create productivity nor foster high performance but motivation plays a great role in the employee to act towards his or her work (Abun, et al., 2018).

2.3 Assumptions of Employee Motivation

Fishbach (2014) proposes that motivational assumptions involve responses to perception, imagery and feeling that trigger motivational responses. There are two

categories of motivation assumptions. The first category is content assumption which includes Maslow's Hierarch of Needs, Herzberg Two Factor, McClelland Need and Alderfer ERG. The second category includes Victor Vroom's Expectancy, Adam's Equity, Lockie's Goal Setting and Skinner's Reinforcement assumptions.

The content assumptions of motivation are focused on what motivates employees. In addition, the assumptions have consensus that behavior is motivated by individual's desire to fulfill a particular human need. Furthermore, the assumptions posit that motivation depends on behavioural influence, work environment, relationship and job satisfaction. Intrinsic factors that influence job satisfaction of an employee include; incentives and rewards, recognition, work itself, responsibility, advancement and growth. Extrinsic factors for job dissatisfaction of an employee include; company policy, supervision, relationship with management, work condition, salary, relationship with peers and security (Herzberg, 1974; Vallerand, 2012; Daud, 2012; Tan, 2013; Stello, 2013; Dartey-Baah, 2011; Maidani, 1991; and Malik and Naeem, 2013).

The process assumptions of motivation were concerned with how to motivate employees. The assumptions advocated on rewards incentive, participatory goal setting and reinforcing positive behavior. Both the content and process motivation assumptions have not clearly addressed factors such as values and customs, ethnicity, religion, workplace management in relation to employees' motivation. In addition, the above discussed motivational assumptions have not explored enough the socio-cultural influence in connection with employees' motivation. Furthermore, the assumptions suggest that motivation is owned by individual and can be created

by an organisation. On the contrary motivation is neither owned by an individual nor created by an organisation but rather stems from employees' perception and interpretation of the situation of that socio-cultural setting (Kanfer, 1999).

The motivation assumptions visited indicated that the issue of employee motivation was still unclear and complex in African context. There were motivational factors such as cultural, gender, institutional, socio-economical and societal factors which needed to be addressed in explaining employee motivation (Hofstede, 2011). This study chose explore socio-cultural factors which influenced employee motivation in public health sector in Tanzania. These socio-cultural factors were difficult to be discovered through standard written survey and that had proposed the need and value for using qualitative method to address socio-cultural influence on employee motivation. Therefore, this study did not intend to contribute to any specific motivational assumptions but had intended to build new knowledge (develop an understanding) on employees' motivation by exploring qualitatively the socio-cultural influence in connection to employees' motivation in Tanzanian public health sector.

2.4 Factors Motivating Public Servants

Public sector use external factors that might attract people to perform their jobs, such as security of tenure, career and development opportunities and the pension system. Motivation in public sectors is focused on tangible things, however experience suggest there are other factors which are intangible and are important in motivating employees which are not given priority in public sectors (Perry *et al,* 2008; and Miner, 2005).

2.4.1   Incentives

Prasad (2008) defines incentives as all things which are used to motivate people to increase their performance. Incentive motivation was found to be grounded on performance for expectation of reward upon completion of a particular task (Jain *et al* 2019) Achievement based incentive were mainly found to work for employee who desired titles, positions or roles in an organization. Coercive incentive also known as fear-based motivation existed when an employee could expect that the failure to act in particular way would result in physical force being used against them or their loved ones or by others members in the community (Jain, *et al.,* 2019).

Incentives are all factors which stimulate a certain course of action. Employees tend to increase energy and effort into the job due to incentives they receive (Lai, 2009; and Pratheepkanth, 2011). Incentives are classified into; financial incentive and non-financial incentives (Nizam, 2015). The commonly used category of incentive in the public health sector was found to be financial incentive while non-financial incentive was given little attention.

2.4.2   Financial Motivational Factors

Financial motivational factors include all direct monetary payments made to an individual or a team of health workers as a result of their effort demonstrated in the course of meeting a certain defined goal and target in the health system. Financial motivational factors are such as fringe benefits and allowances such as duty allowance, meal allowance, transport allowance, health insurance, overtime payment (Yousef *et al*, 2014). Financial incentives are important in influencing health workers motivation (Adjei, 2016).

Similarly, Patience *et al* (2016) found that salary was very important catalyst which may influence health workers to perform their defined jobs. The studies above have found that financial incentives motivate employees. Contrary to these study findings, Mathauer and Imhoff (2010); found that there were health workers who were paid higher than others but remain demotivated. The contradicting findings of the studies visited above, suggests that the issue of motivation was still unclear and therefore thorough studies were needed to comprehensively address it.

2.4.3   Non-financial motivational factors

Non-financial motivational factors include factors such as responsibility and challenging job, appreciation and recognition, career development, training, job design, empowerment and participation, and fair performance management and feedback system.

2.4.3.1 Career Growth and Development Opportunities

Career growth and development opportunities help employees to plan for the future and to be better equipped with the right skills in order to remain motivated as well as competitive. If employees perceive that career growth and development cannot be guaranteed, employees will become demotivated. However, other studies suggested that career growth and development opportunities do not guarantee employees' motivation (Samuel and Chipunza, 2008; Bowley, 2007).

2.4.3.2 Employee Recognition

Recognition is an important non-financial incentive which motivate employee's (Aryan and Singh, 2015; Ibrar and Khan, 2015). There was a strong relationship

between recognition and employee motivation in public workplace (Gichure, 2014).

Employees aspire to feel and sense that they are part of the organization. Giving importance to efforts made on job performance would make health workers feel much appreciated and motivated. Health workers were found to be motivated by recognition from their managers and the community which they served (Shah *et al* 2016; Kitsios and Kamariotou, 2021). Employee recognition by the management creates long lasting memory and willingness to work among employees.

2.4.3.3 Fair Evaluation System and Feedback

Gichure (2014) observed that communication was a powerful gear that brought employees together and made them feel connected, be aware of what was happening and feel motivated. Similarly, the health facility management required detailed information to make sound decision on how to motivate employees. Employee's evaluation system influenced health workers motivation when the system was perceived to be fair. Evaluation would enable the health workers to negotiate with their supervisors to set meaningful and achievable performance goals and targets (Nizam, 2015).

In addition, evaluation would help the health workers to know exactly what was required from them and what their supervisors would provide to ensure motivation and performance were met (Ibrar and Khan, 2015). Furthermore, the system was obliged to provide timely feedback to health workers indicating their success and challenges encountered (Adjei, 2016). As observed by Saad, (2018), communication should be systematic and should be communicated in a satisfied manner. The feedback given would act as a motivational factor when health workers were graded,

ranked and rewarded or trained basing on their contributions towards the achievements of the health facility's goal and target.

2.4.3.4 Participation and Empowerment

Participation and empowerment lead to motivation only when new ideas were encouraged, valued and appreciated (Yousaf, *et al*, 2014; and Khan, 2014). Participation made health workers use their creativity and imagination, develop self-motivation as well as bring innovative thoughts which could boost improvement among health workers and the health facilities as well. The study by Yusuf *et al*,(2016) indicated that employees who participated and were involved in decision making had positive work motivation. The health facility management should believe that their employees were capable of making decision and would control health service delivery effectively.

2.4.3.5 Responsibility and Challenging Work

Responsibility could be provided through task arrangement, capacities and occupation. Responsibility ensured that employees have a comprehensive understanding of what the managers expected from them (Nizam, 2015). Responsibility stimulated health workers willingness to use available resources, make decision, be committed; and do their jobs better with ethics and integrity. Challenging work promoted skillful, initiative, decision making and creative energy in an individual. Practical implementation of the findings in motivating employees has still remained a main challenge to managers in Tanzanian context (Aganda, 2014).

2.4.3.6 Leadership and Motivation

Gichure (2015) maintained that leadership and motivation were dependent on one another in the management process. Rukhman (2010) observed that leadership was about stimulating and influencing employees at the workplace to perform their work in a right and acceptable approaches. Similarly, Dagne, *et al.,* (2015) maintained that employees were motivated by the relationship between their supervisors and the health workers. Impliedly, leadership was concerned with influencing employees to build trust and do what their leader intended them to do.

In that aspect, the manager in the public health facility would be required to possess leadership attributes which would make employees gain trust on their leader and become motivated to deliver public health services. Furthermore, employees felt motivated where communication built good relationship with the management (Siril, 2020; Siril, *et al.,* 2018, Odulana *et al*, 2020; Ukangwa, *et al.,* 2020; and Mmari, 2013) The relationship became motivational when it could be capable of addressing and solving job related challenges, providing awareness to the employees and providing rational and fair feedback (Rukhman, 2010),

In addition, the employees who have high trust to their managers are more motivated than those who have low trust. The sharp decline in employees' motivation tend to arise when employees who had high trust to their managers experienced unfair work process and unpleasant outcome or feedback from their employers or managers (Ibrar and Khan, 2015). Similarly, a sharp rise in motivation would occur when employees who had low trust to their managers experienced fair work process and pleasant results or outcome (Ibrar and Khan, 2015). Furthermore, perceived fairness

in management's decision making by employees stimulated employee motivation at workplace ((Adjei, 2016, Odulana *et al,* 2020; Ukangwa *et al* 2020).

2.4.3.7 Workplace Environment

Workplace environment was found to be one of the essential constructs of employees motivation in public health facilities (Gichure, 2014). Workplace environment was found to include working hours, temperature, ventilation, light, hygiene, vegetation, office size and furniture (URT-OSHA). Workplace environment made health workers feel motivated when they perceived that the environment was confortable for them to work. Work environment was found to be a substantial factor in motivating public sector health workers (Kitsios and Kamariotuo, 2021; Shah, *et al.,* 2016; Ahmad, 2012; Mmari, 2013; and Holmberg, *et al.,* 2016). Uncomfortable workplace environment was found to affect mental and physical well-being of the health workers (Yazdain, 2011). In addition, co-workers were found to be part of the workplace environment (Mbaruku, et al*.,* 2014). Employees sought friendship with others as a companion at work and that led to employees feeling happy and motivated to work together.

2.5 Empirical Literature Review

Nizam (2015) conducted a study on the impact of motivation on employee performance in the electronic industry in China. In his study, motivation was assessed by training and development, reward and recognition, and delegation of authority. Explanatory and descriptive designs were adopted. Survey questionnaire based on likert scale were used for data collection while data analysis was done through SPSS basing on regression and correlation.

The findings suggested that training and development, reward and recognition, and delegation of authority had positive impact on performance. The findings had established two sub themes recognition and autonomy (delegation of authority) which constituted one main theme "workplace management" of the current study but had left other factor such as religion, customs and values, ethnicity which the current study had addressed.

The above study was done in China where employees' motivation interpretation was influenced by Chinese culture which was different from Tanzanian culture. Studies such as Flisak and Bjerkhage (2015) found that employees from different cultural settings had different motivation interpretations which suggested that Nizam (2015) findings were difficult to adopt and apply in Tanzanian cultural settings. In addition, the study was conducted in electronic industry where motivation was interpreted in the form of performance which could be measured through output. Motivation levels among health sector employees cannot be measured basing on the number of cases attended nor could patients who had recovered from illness but motivation be interpreted from the perception of employees themselves.

Therefore, the findings from Nizam (2015) lacked clear explanation as to why and how employees were motivated due to the quantitative method used in the study. The current study was done to employees in public health sector where service outcome could not be presented statistically. Unlike the above study, this study sought to find out socio-cultural influence on employees' motivation for selected health facilities in Dar es Salaam region in Tanzania using inductive qualitative methods.

Ashraf, *et al.,* (2015) conducted a study on Impact of Motivation elements on Employee Motivation level at National Bank in Pakistan. The study aimed to establish strategies which affected employees' performance. The study had 90 respondents from 5 districts. Data was collected through questionnaires and analysed through frequencies and percentages. The findings suggested that advancement opportunity had the highest level on employees' motivation.

The above study has tested only one aspect of motivation thus becoming narrow in coverage. It is difficult for one element to influence all employees since their needs differ significantly. Secondly, during the time when the study was done, probably that opportunity was influenced by other factors not related to motivation of employee such as filling the gap of aging workforce, culture and others. Thirdly, Pakistan culture was found to be different from African culture in particular Tanzanian culture therefore the application of the findings might not work appropriately in Tanzania Fourthly, the banks sampled had employees with similar characteristics such as religion, customs and values. On the contrast health workers in Tanzania were found to have different religions, customs and values and therefore arousing a need to explore. socio cultural influence on employee motivation in Tanzanian perspectives.

Bhatia and Purohit (2014) conducted a study on What Motivate Government Doctors in India to Perform Better in their job. The study aimed at assessing the driving factors of motivation for medical doctors in rural health centers in Gujarat, India. The study used Herzberg Two factor theory to select intrinsic and extrinsic factors which the respondents were asked to rank them. The findings of the study suggested

that job security was the most preferred and followed by adequate salary. The study was quantitative in nature and therefore did not provide a comprehensive understanding on what, why and how to motivate employees from participants' point of view. In addition, the study was limited to testing Herzberg theory but lacks explanatory power wealth for motivational studies. The study had ignored socio cultural factors which had substantial influence on motivation. The current study had explored socio-cultural factors influencing employee motivation in Tanzanian public health sector.

Toode (2015) conducted a study on hospital nurses' work motivation in Finland. The purpose of the study was to describe and explain hospital nurses' motivation and factors associated to it. Literature review was done through database information for nurses in Finland. The purpose of using database information was to find out different definitions for work motivation, the concepts involved, to identify the approaches used in previous studies, to collect empirical findings related to work motivation and factors associated to it. Data was analysed through inductive content analysis. The findings of the study indicated that nurses in Finland were motivated by identified regulations to work (guidelines on how one is required to demonstrate at work), shared values, work relationship and supportive work conditions

The above study was conducted in Finland and its findings reflect Fins cultural influence; however, the study has not explained how for example shared values, work relationship, regulation to work influences nurses' motivation. In addition, Fins culture was found to very different from African culture in particular Tanzanian culture therefore its applicability would be limited to Fins. That had left a gap which

the current study had attempted to fill in Tanzanian public health sector socio cultural settings.

Winn *et al* (2018) did a study on motivation and satisfaction among community health workers in western Kenya. The main objective of the study was to identify factors related to motivation and satisfaction. The study had a sample size of seventy participants purposively selected from two sub counties in western Kenya. The study was qualitative in nature and data were analysed through thematic data analysis technique. The findings of the study suggested that health workers from the selected sub counties were motivated by self-driven desire to help the community, responsibility within the community, social status, respect, appreciation and good relationship with the management. The study was done in Kenya and the findings might be applicable to Kenyans. Tanzanian health workers were found to have different perception of motivation from that of Kenyans therefore the current study was focused on socio-cultural influence on employee motivation form Tanzanian health workers view point.

Karimi (2013) conducted a study on the impact of communication on employee motivation in Kenya public service; A case study of postal corporation of Kenya. The aim of the study was to find out how communication affected employee motivation. The study employed descriptive research design and had 315 respondents who were selected through stratified random sampling. Data was collected by using questionnaires and quantitative methods were used to analyse data. The result indicated that 66% were of the view that communication had significant effect on employee motivation while 34% reported that feedback was not

timely provided and hence diminished their motivation levels.

The methodology used had provided very limited understanding as to exactly how employees were motivated by communication. The currently study had used qualitative method which was data driven to explore socio cultural influence on employee motivation and communication was one of the sub themes explored.

Furthermore, Mutuku and Mathooko (2014) did a study on the effects of organizational communication on employee motivation at Nokia Siemens Network-Kenya. the aim of the study was to explore the effects of communication on employee motivation at Nokia Siemens Network-Kenya. The study comprised a sample size of 287 respondents who selected through Nasiuma's sampling theorem. The study adopted descriptive survey method. Questionnaires were used for data collection. Data were analysed through descriptive statistics and inferential statistics multiple regressions. The findings of the study suggested that communication had a significant positive relation with employee motivation. The study findings had not comprehensively explained as to how communication led to employee motivation. The reason behind such failure might be attributed to the methods which were used for both data collection and analysis thus creating a methodology gap which the current study had addressed.

Similarly, Gatonya (2018) found that in Rwanda 50.3% of the study respondents reported that the nurses said all decisions were made by their superiors while 18% did not know the system used to make decision and 36.4% did not get feedback from their managers and 17,2% did not know if feedback were to be given to them. The

study concluded that lack of feedback reduced nurse's motivation. In addition, Kumar (2013) argued that feedback comes from managers, supervisors and service beneficiaries. The study by Kumar (2013) maintained that there was a significant link between feedback and employee motivation.

Furthermore, feedback signaled respect and recognition to employees and motivated them. The two studies have not provided a rich understanding on why and how such findings influenced employee motivation. That had led to knowledge gap. The current study had comprehensively provided why and how communication and feedback influenced employee motivation in public health sector in Tanzania through qualitative research method.

Similarly, Flisak and Bjerkhage (2015) did a study on the effect of culture on motivation of employee. The aim of the study was to find out what motivated employees in Sweden and China and if cultural differences play an important role. The study used semi-structured interview for ten participants (five Swedes and five Chinese). The study findings indicated that there was a significant difference on what motivated employees between the Swedish and Chinese. The Swedish were motivated by being appreciated and the feeling of work while the Chinese were motivated by salary and working conditions.

The study, however have not clearly explained how culture affect motivation of employees therefore creating a gap which this study has attempted to fill through qualitative research method. The findings of the study were based on Swedish and Chinese social settings which differ from Tanzanian social settings. That had created a contextual gap. The current study was conducted in Tanzania to reflect employees'

motivation in Tanzanian context.

Jones, *et al.,* (2009) conducted a study on Race, Engagement and Withdrawal behavior in United States of America. The study examined how employees in diverse workforce processed their work life basing on ethnic identities and how that processing influenced levels of motivation. The study involved four ethnic groups; whites, Indians, Hispanic and African American. The findings indicated that, different ethnic groups were motivated differently. Similarly, in Malaysia, Bakar, (2013) found that Malay, Chinese, Indians and other minority ethnic groups their motivational levels differed significantly.

Similarly, Onuoha, *at el.,* (2016) conducted a study on factors that contribute to work motivation among hospital nurses in Trinidad and Tobago. The aim of the study was to determine factors motivating nurses as an extension of earlier studies on satisfaction levels of nurses in Trinidad and Tobago. The study used a descriptive cross-sectional research design. The study used questionnaires to collect data and analysed them using regression and correlation. The findings of the study indicated that ethnicity influenced nurses' motivation in Trinidad and Tobago. The findings of the studies above have not clearly indicated how ethnic differences influence employees' motivation in that social setting. Therefore, to address this gap, one of the specific objectives of this study was to explore how ethnicity influenced employees' motivation in Tanzanian context.

Zuckerman, (2005) maintained that, 85% of the world population has religion. Moreover, Bloom's, (2012) argued that religion is a factor that brings answers to the

problems of bringing people and communities together, workplace relations and behaviours at workplaces. In addition, Crabtee, (2009, 2012) maintains that 82% of the world population regarded religion as an important aspect that shapes their work life. Similarly, in Malaysia, Bakar, (2013) found that Islam had great influence on work behavior. Furthermore, Yousef (2011) found that employees' attitudes were moderated by Islamic religious beliefs. Similarly, Sedikides, (2010) established that religion was an important factor which influenced employees' motivation at the work setting and outside the workplace.

Furthermore, Religious beliefs (as one of the elements which was comprised in socio-culture) influence employees' feeling, perception and behavior to think and act at workplace (Bloom's 2012, Sedikides, 2010). Religiosity was found to be the extent through which certain defined beliefs in values and ideologies are practiced by a person, is a faith which a person has on God (Tracey,2012). Religion is a very significant cultural element which is not only universal but also has high influence on employee attitude, values and behavior at personal level and the work life in its totality (Delbcq, 2015). Similarly, the components of religion for example ethics and values tend to shape and nurture an employee attitude, behavior and motivation at the workplace (Tracey, et al., 2014).

In addition, religion serves as a calming device and a factor that increase managers capability for self-control, acceptable behavior and fair decision-making concerning employees and therefore creating a better motivation practice and experience among employees (Hage and Posner, 2015). Similarly, religion nurtures the way of thinking, behavior, attitude towards authority and personal relationship which are the

fundamentals of employee motivation (Delbcq, 2015).

Furthermore, religion has influence on employee perception of the organisation in which they work, job attitude, cooperation, loyalty, obedience, commitment, decision making, ethical behavior and motivation (Kutcher,2010) In addition, religion is inter woven in employee work life, it is something internal to an employee that cannot be taken off from him. Religion cannot be separated from an employee, separating religion from an employee is like separating the brain with human body (Hage and Posner, 2015).

Similarly, religion acts as a guiding principle for the ways on how the employee reacts to his work environment as well as how he interprets most organizational practices and experiences including motivation (Delbcq, 2015). In addition, religion influences norms which shape employee's obligation and duty at work. Employees with high moral sense have the ability to adopt attitude, behavior and decision which stem from their moral values including perception on employee motivation (Bouarif, 2015) The findings of the above studies, had not established a clear understanding on why and how religion influenced employees' motivation. Thus, to address this gap, one of the specific objectives of this study was to explore how religion influences employees' motivation in Tanzanian public health sector.

Furthermore, Akanni, et al., (2018) did a study on workplace deviant behavior among public sector employees, the role of perceived religiosity and job status. The aim of the study was finding out the relationship between religiosity, job status and deviant behavior. The study population was 351 respondents drawn from Local

Government Service Commission in Nigeria. Data was collected through questionnaires and analysed through multiple regression. The findings suggested that religiosity was negatively related to deviant work place behavior. The study however, had not qualitatively explained how religion had positive influence on employee behavior including what motivated the participants to behave in acceptable values and morals.

Shahda and Myers (2017) conducted a study on the effect of socio-cultural factors on public service motivation in Lebanese public service. The study had four elements; attraction to public service, commitment to values, compassion, and self-sacrifice. The study used quantitative method and descriptive statistics in data analysis and presentation. The findings of the study indicated that services were given under the priority of religious sects, relatives, friends, village members and the least served were those with no link to public servant. In addition, the study revealed that nepotism and favouratism affected motivation in Lebanese public sector. The study has not explained why and how those variables influenced employees' motivation. That had created a knowledge gap. In addition, the study had used quantitative research method which could not clearly provide a comprehensive understanding on employee motivation because it was difficult to measure motivation statistically.

That had created a methodological gap. Furthermore, the study was conducted in Lebanon with Lebanese cultural context. The Lebanese' religious cultural perspectives which differs from Tanzanian religious stand point and therefore the adoption of the findings in Tanzania would be difficult. That had created a contextual gap. The current study had attempted to narrow down the gaps by

exploring why and how religious commitment influenced employee's motivation from Tanzanian social settings using qualitative method.

Ghazzawi, *et al.*, (2016) did a study on faith and job satisfaction; is religion a missing link? The purpose of the study was to explore the relationship between religion and employee motivation in multi religious workplaces. A sample of 741 respondents was drawn for a total population of employees working at organisations and firms in southern California. Data were collected through questionnaires and analysed through multiple regression. The findings of the study suggested that religious commitment had positive relationship with employee motivation. The study recommended that the relationship between spirituality and employee motivation had been widely researched but there were limited researches which had addressed the influence of religious commitment on employee motivation. That had created a gap which had called for a need to carry out more studies in that area.

The study had not established on how does religion influence employee motivation probably due to the methodological approach applied in the study. That had caused a knowledge and methodological gap. In response to the recommendations of the study, the current study had used religious commitment influence on employee motivation as specific objective number three. The study had used interview data collection method to obtain in depth information from the participant. The collected data were analysed through qualitative thematic analysis method to fill the above gaps.

Celik (2013) did a study on the effects of managers' behavior and attitude on employee motivation. The aim of the study was to find out how manager's behavior

and attitude affected employee motivation for public sector in Turkey. The study was qualitative and exploratory. Data was collected through semi-structured interview questions. Data analysis was done through comparative analysis technique. The findings of the study indicated that there was a significant relationship between manager's behavior and attitude with employee motivation.

Similarly, Khuong and Hoang (2015) conducted a study on leadership style and employee motivation in Vietnam. The study used multiple regressiom in data analysis. The findings of the study indicated that where there was a strong leadership style there was a strong influence of it on employee motivation. In addition, ethical based management, relation-oriented leadership and charismatic leadership had strong relationship with employee motivation. Furthermore, WHO (2003) report indicated that, nurses in Bangladesh were dissatisfied with the health sector management. Similarly, the report indicated that in China nurses worked under orders from doctors and were not independent as a result they were frustrated with work.

In addition, nurses in Pakistan public health sectors were dissatisfied by biased management, lack of appreciation and rigid attitude of managers (Kumar, 2013). In addition, Lober and Savic (2012) conducted a study on job satisfaction of nurses in Slovenian hospitals. The aim of the study was to examine factors which influenced nurses motivation. The study had 509 respondents and data was analysed through SPSS 16.0. T-test was used to determine individual differences while Pearson's correlation was used to show relationship between variables. The findings of the study indicated that nurses motivation was low because of low leadership and

managerial competencies on motivational practices

Furthermore, the study by Kamanzi (2011) on Motivation levels among nurses working at Butare university teaching hospital in Rwanda found that among the factors which influenced motivation was opportunity for growth, recognition, reward and appreciation. The three studies however have not expressed comprehensively how leadership and managerial competencies affected employee motivation. The current study through interview and qualitative data analysis method has comprehensively explained how leadership and management influence employee motivation in public health sector in Tanzania.

Al Haj (2017) studied leadership and employee motivation in Qatar organizations. The study revealed that managers lacked an understanding of motivational factors affecting employees as a result they failed to motivate employees appropriately. In addition, the study by Habagusenga (2012) on job satisfaction of health professional in Kigali Teaching university hospital management was a factor which led to demotivation among health professionals. The study concluded by suggesting that managers need to change their methods and techniques for motivating employees. The change should be from managers who have answers to all questions, to managers who identify employees' problems and accommodate workers' suggestions in the process of finding solutions.

Work environment refers to all that exist around the workplace which would enable the employee to deliver his or her service with comfort, assurance, decency and optimally (Sutanto, 2018). Impliedly when employee perceived that justice was

being observed equally to all employees, they became motivated. Similarly, when the work environment was perceived to be attractive and conducive made employee feel happy to work and became motivated (Ajala, 2012), Workplace environment are all things which are found at the workplace whether tangible or intangible but have direct effect on employee motivation (Ajala, 2012).

As noted by Abun, et al., (2018) motivation to work is not all caused by money paid to employees but also the workplace environment in which that employee does his work. In addition, workplace environment entails the physical, psychological and social aspect (Jain and Kaur, 2014). Similarly, workplace environment has a strong influence on employee motivation, and therefore it is a paramount element which promotes employee motivation (Kitsios and Kamariotou, 2021; Shah *et al,* 2016 Gichure, 2014; Manzoor, 2018; Sutanto and Scheller-Sampton, 2018).

Baah and Amoako (2011) found that the nature of work and work environment led to employee's internal happiness and motivation. In addition, infrastructures, amenities, working facilities, attitude and behavior of the management, social relations (coworkers and managers friendliness, support and respect) affect employee motivation (Jain and Kaur, 2014; Bakotic and Babic, 2013). Similarly, the study by Kjelistrom, et al., (2017) on work motivation for health workers professionals in Sweden suggested that positive management which provided a clear direction, clear communication and non-hierarchical relationship increased health workers motivation.

In addition, the study by Daneshkohan, *et al.,* (2015) on factors affecting job motivation among health workers in Iran suggested that good and supportive

management furnished with coworkers mutual relationship increased motivation. Similarly, the study by Kitsios and Kamariotou (2021) found that health workers in northern Greece were motivated by relationship with coworkers and good work management. In addition, Belrhiti, *et al.,* (2020); Rubel and Rimi, (2020) suggested that health workers were motivated by relationship with their coworkers and supportive workplace management. In addition, Khuong and Hoang (2015) maintain that good management is responsible for developing work environment which motivate employees.

Similarly, motivation stems from employee's evaluation of his work and the work environment in which he or she works (Khuong and Hoang (2015). In addition, Gatonya (2018) found that nurses in public health sectors were not motivated by working environment. The study revealed that poor working environment declined motivation among hospital nurses in Rwanda the study has addressed the effect of management on employee motivation, the studies however, have not explained in depth on how workplace management influence employee motivation therefore creating knowledge gap which this study has attempted to fill.

In addition, Sutanto (2018) did a study on organizational justice, work environment and motivation. Organization justice refers to employee perception and interpretation of what he or she receives or treated from the process and outcome of his or her labour rendered to the employer. The aim of the study was to find out the influence of organizational justice and work environment. The study had one hundred people as a total population. The study used census method which took the total population as respondents. Closed and open-ended questionnaires were used to collect data. The

collected data was processed and analysed through SPSS programme.

The findings of the study suggested that organizational justice and work environment had significant influence on employee motivation. The study was limited to only two factors which were justice and environment but had not explored other social factors which would lead to perceived employee motivation, thus created a knowledge research gap which the current study had attempted to fill, Secondly, the study did not provide a comprehensive explanation on why organizational justice and work environment influenced employee motivation in Indonesia thus provided a knowledge gap which the current study had attempted to fill using qualitative method.

Hailesilasie (2008) conducted a study on Determinants of Public Employees' Performance: Evidence from Ethiopian Public Organizations. The purpose of the study was to examine the determinant factors of motivation, ability and role perception. The study had 100 respondents from seven different public organizations. Data was analyzed using an ordered logistic regression model. The findings of the study indicated that individual reactions (social factor) at work was influenced by motivation until at some stage of experience, beyond which that reaction declined with experience. However, the study has not clearly indicated what caused individual reaction at work and how such reaction influenced employee motivation and therefore creating a gap.

The study by Samuel and Chipunza (2008) on Using Motivational Strategy as a Panacea for Employee Retention and Turnover for Public and Private Sector

Organizations in South Africa used selected respondents from management and non-management employees through simple random sampling. The sample size had 145 respondents, 54 management employees and 91 non-management employees. Questionnaires were measured on Likert Scale and data was analysed through multiple regression model from respondents. The findings of the study indicated that training and development, recognition, reward, salary and job security were ranked amongst the most important variables that motivate employees to remain in an organization. The study however did not provide a comprehensive knowledge on how the findings influenced motivation which led to employee retention. This study will be filled in the gap by providing comprehensive explanation on how recognition as a sub theme influenced employee motivation.

Akambi, (2014) undertook a study on influence of extrinsic and intrinsic motivation on employees' job performance in flour mills in Nigeria. The study adopted a survey research design and had a sample of one hundred respondents. Data was collected through a self-designed questionnaire. Reliability of data collection instrument was ensured through test-retest method and validity was ensured through evaluation by a conference of experts. Collected data was analysed through statistical analysis using Pearson product moment correlation coefficient.

The findings were tested at 0.05 significance level. The result indicated that there existed relationship between extrinsic motivation and employees' behavior at work, while no relationship existed between intrinsic motivation and employees' behavior at work. The study did not comprehensively address the socio-cultural influence on employees' motivation. This study was focused to address how socio-cultural factors

influenced employee motivation.

Bonsu and Kusi (2014) conducted a study on effects of motivation on job for local government workers in Ghana. The purpose of the study was to find out the effects of motivation on job for the District Assembly workers in Ashanti region. The study was qualitative but the strategy for analytical frame work was both qualitative and quantitative. The study used simple random sampling to select sixty respondents for the study. Data was collected through interviews and questionnaires, and were analyzed using Statistical Package for Social Science. The study found that employees preferred higher salaries while they were de-motivated by poor working environment of the organization. In addition, respondents had an average sense of achievement when working in that organization.

Workplace relationship is an important aspect which makes employees work happily in an organisation. An employee cannot be motivated to and work in an organisation where he or she does not go along with his or her co-workers or managers (Ramjee, 2018). The study by Abun, et al, (2018) on measuring workplace relationship and job satisfaction of divine word college employees in Philippines revealed that there was a strong correlation between workplace relationships with employee motivation. In addition, the study indicated that workplace relationship determined motivation.

Also the findings of the study by Belrhiti, *et al.,* (2020); Dagne, *et a.,l* (2015); Kitsios and Kamariotou (2021) suggested that workplace relationship had significant influence on health workers motivation. Therefore, it is important for managers to ensure that there is good relationship between employees themselves as well as

employees with their managers. The study however did not explain how workplace relationship influenced employee motivation and thus created a gap which this study has attempted to address,

Gichure (2014) did a study on factors influencing employee motivation at AMREF health Africa in Kenya. The aim of the study was to determine the factors influencing employee motivation at AMREF Kenya. A sample of 96 respondents was obtained through stratified random sampling technique. The study adopted descriptive research design. Structured questionnaires were used for data collection. Data presentation was done through descriptive statistics. Data were analysed through SPSS version 21. The study findings indicated that employees at AMREF Kenya were motivated by working conditions, work environment, employee achievement, appreciation and recognition. The findings had added support to the sub themes which had emerged during research process of the current study. The gaps which had emerged were on the methods, nature of the health service facility, culture and knowledge.

The study used quantitative research method and did not explain how the tested variables influenced employees motivation at AMREF Kenya probably due to the research method which was employed. The study was conducted in Kenya at AMREF which was not a public owned health sector which had different motivation perception from the public sectors in Tanzania. In addition, motivation was influenced by culture and Kenyans had different culture from Tanzanians so even the motivation perception would be different. That had a created a gap in understanding how exactly those variables could be adopted to motivate employees in Tanzanian

social setting.

Kitsios and Kamariotou (2021) did an empirical study on job satisfaction behind employee motivation among public health workers in Greece. The purpose of the study was to explore the dynamics influencing public sectors health workers. The study used a sample of 74 respondents selected through random purposive sampling technique. Questionnaires were used for data collection. Data analysis was done through ANOVA. The study findings suggested that health workers motivation was influenced by co-workers relationship and employee achievements. The conclusion made by the study was health facility management should favourable work environment and recognizes employee effort.

Visited studies such as Negussie and Oliksa, (2020) suggested that explaining employee motivation using quantitative methods lacked explanatory power and could not comprehensively create a broader understanding of employee motivation. That created a knowledge and methodological gap. The current study had attempted to narrow down the gap by applying inductive qualitative research method to provide in-depth knowledge on motivation from the perception and experience of the employees working in public health sectors in Tanzania.

President's Office Public Service Management (PO-PSM) issued government circular number 2 of 2007 on salary scales, increased pay to public servants by 2.2%. In 2008 again, PO-PSM through circular number 1 on salary scale increased the salary by 23.83%. Currently the salary average for doctors and physician stands at the tune of Tshs 1,090,000/= minimum and 5,010,000/= highest (Salary explorer,

2017). The increase in pay structure has so far not improved any of the intended outcomes such as public service delivery, quality and accessibility to health facilities.

The situation seemed to be worsening the government's fiscal position and capacity building in the public service due to amplified cost of providing public goods and services, reducing the quality of public goods and services, increasing incidence of user charges on public services that had hitherto been provided freely. That situation implied that remuneration alone could not improve employee motivation to work. Therefore, the issue of employee motivation in public sector remained a complex problem which needed to be addressed from Tanzanian view point.

The study by Mutahaba (2005) indicates that, despite increase in incentives, training, promotion, better working environment, job restructuring and others, service delivery in public sector has not been attained as expected. The study viewed pay as critical but not a sole determinant for an employee motivation to work. Other factors including the work environment and level of supervision were found to be also important in motivating employee to work. The study added that, when an employee was paid a wage which was inadequate to meet basic needs and he or she did not have the chance of the option out of the job, he or she would tend to adopt deviant work behaviour which might lead to employee work demotivation.

Leshabari, *et al.,* (2008) conducted a study on Motivation of Health Care Workers in Tanzania: A Case study of Muhimbili National Hospital. The purpose of the study was to measure the extent to which workers in the hospital were satisfied with the

tasks they performed and to identify factors associated with low motivation in the workplace. The study included all staff from the then Muhimbili Medical Centre (MMC) now Muhimbili National Hospital (MNH) and the then Muhimbili University College of Health Sciences (MUCHS) now Muhimbili University of Health and Allied Sciences (MUHAS). The target population was 2865 of which 448 respondents were stratified and randomly selected to constitute a sample. The study was cross sectional and had a sample frame which included 20% from each of following; doctors, nurses, pharmacists, laboratory Technicians, auxiliary clinical staff and management staff.

Data collected was analyzed through a linear regression. The findings of the study indicated that half of both doctors and nurses were not satisfied with their jobs, 67% of auxiliary clinical staff and 39% of supporting staff. That dissatisfaction was reported to have been caused by low salary levels, unavailability of equipment to ensure proper patient care, lack of performance evaluation and feedback, poor communication channels among units, workers and management, lack of participation in decision-making processes, and lack of concern for workers' welfare by the hospital management.

The findings of the study had not explained why those variables led to dissatisfaction among employees that would probably be due to the quantitative method used during the study. That had created both knowledge and methodological gaps in understanding employee motivation. The study did not explore socio cultural factors which influenced employee motivation. The current study had reduced the knowledge and methodological gaps by exploring socio cultural influence on

employee motivation through inductive qualitative method. The study stand point was that understanding what caused a phenomenon to arise was not enough but understanding what, how and why a phenomenon arouse would probably help to develop a proper motivation intervention strategy

Lufurano (2013) did a cross sectional study on motivational levels among primary health care workers in Tanzania. A study sample of 258 participants was obtained through stratified sampling technique. The findings suggested that employees lacked motivation due to inadequate remuneration, ineffective and untimely communication coupled with non-participative decision making of employees in work related matters. Impliedly the study findings suggested that the issue of employee motivation was still unclear and complex in public health sector. The study was conducted to primary health care workers who had different social cultural setting from the current study.

In addition, from the stand point of the current study, perception of motivation differed significantly due to the status of the health facility and qualification of the health workers. The study did not cover socio cultural factors which had influence on employee motivation. Furthermore, the study had not provided explanations as to why those variables demotivated employees. That had led to limited knowledge on motivation. The current study had attempted to narrow the gap by exploring socio cultural influence on employee motivation qualitatively'

Mmari (2013) conducted a study at Muhimbili National Hospital in Tanzania on medical doctors' strike and their motivation. The main purpose was to find out the

actual grounds of the strike. A sample of 100 respondents was obtained through purposive and stratified sampling techniques. A mixed method research approach was used for the study where questionnaires and interview were used in data collection. The analysed data suggested that the strike was caused by imbalanced salary versus the status and qualifications held by doctors, non-participative management, lack of transparency and unsatisfactory work environment. The study findings suggested that motivation of health workers was still a challenging problem to management and required comprehensive study to address it.

Sirili, *et al.,* (2018) studied medical doctors' retention at district hospital levels in Tanzania. The study was qualitative and used fifteen key informants. Interview and focus group discussion were used in data collection. Collected data were analysed through qualitative content analysis. The findings of the study found that no doctor was willing to be retained at a district hospital level. The reasons adduced were unfriendly work environment coupled with lack of appreciation from the management and the community where they were working. The findings of the study suggested that employee motivation was not clearly addressed and understood.

Similarly, the study by Sirili, (2020) on exodus of clinician from public sector to non-clinical practicing private sector in Dar es Salaam, Tanzania from 2009 to 2015 suggested that clinicians were not motivated by work environment, and heavy work load. The studies visited had shed a light on what demotivated health workers in public sectors. But the studies visited from Tanzania had not explained why and how such factors demotivated employees and had not proposed a clear employee motivation strategy in public health sector. In addition, the studies had not addressed

socio cultural factors which influenced employee motivation thus creating a gap which the current study had attempted to narrow down.

2.6 Research Gap

It is evident that a number of researches related to this study have been done across the world for example Nizam (2015); Flisak and Bjerkhage (2015) Negussie and Oliksa (2020) and Kitsios and Kamariotou (2021). Motivation of employees in public health sector had been found to be still a main problem and complex which adversely affected management of health facilities in Africa and Tanzania in particular. A number of studies for example Patience *et al,* (2016); and Ashraf, *et al*, (2015) assessed one or two motivational factors while excluding other important motivation factors. In addition, many studies for example Kozak, (2014); and Lin *et al,* (2014), focused on financial aspect of motivation.

Furthermore, other studies for example Leshabari, *et al., (*2008); and Ashraf *et al,* (2015) were confined to only one study area. Similarly, most studies for example, Gatonya (2018), Kamanzi (2011), Habagusenga (2015), Onuoha et al (2016), Toode (2015) had focused mainly on nurses and had ignored doctors as a crucial employee who work as a system together with nurses. The said studies have not addressed socio-cultural influence on employee motivation that had created a knowledge gap in research which this study had attempted to address.

The studies on motivation have come up with varied findings on the same area, for example Leshabari *et al*, (2008) found that low salary led to demotivation. Similarly, Bonsu and Kusi, (2014) found that employees were motivated by high salaries.

Furthermore Akambi, (2014) found that tangible motivational factors led to employee motivation. Moreover, Adjei, (2016) found that financial incentives motivated employees. Similarly, Patience *et al*, (2016) found that salary was a catalyst for employees' motivation. Similarly, Jayasuriya et al (2017) found that employee in Sri Lanka were motivated by pay and benefit schemes. Other studies for example Kaoje *et al* (2019) found that doctors were motivated by salary while nurses were not motivated by salary

Contrary to the findings of the above studies by Khan, (2014); Yousef *et al*, (2014); Nizam, (2015); Bhatia and Purohit, (2014); and Ashraf *et al,* (2015) found employees were not motivated by financial payments. In addition, Jimoh (2017) maintained that although salary was a core element in motivating workers, at a moderate pace, employee was becoming significantly motivated by trust, recognition and good working environment. Similarly, the study by Benjamin, (2014) found only 13.7% out of 1350 interviewed English employees were motivated by salary while 86.3% out of 1350 interviewed English employee responded that salary was not a key to employee motivation.

Studies similar to the current study had been done in Tanzania but with different employee motivation context and had different findings for example Leshabari, *et al.,* (2008) found that doctors and nurses were motivated by salary levels on the other hand Mutahaba (2005) maintained that salary was not a determinant of employees' motivation. Similarly visited studies were focused on what reduced employees' motivation for example Siril (2020); Siril, *et al.,* (2018); Mmari, (2013) and Mbaruku, *et al.,* (2014) maintained that employees were demotivated by

workload that exceeded standards, lack of appreciation and unfriendly work environment.

Other studies were focused on motivation of primary health in rural areas for example Mpembeni, *et al.,* (2015); Mbaruku, *et al.,* (2014) Sato, *et al.,* (2017) and Lufurano (2013). The visited studies from Tanzania were similar to some extent in particular the findings with the current study but had substantial differences on the research method and themes addressed in this study. The visited studies had not addressed socio-cultural issues influencing employees' motivation. Similarly, the social settings and status in rural areas might be different and might lead to different motivation perception depending on where the study was done. The visited studies had mainly used quantitative methods which had limited the studies to provide in-depth understanding on employee motivation. The studies which were conducted on what demotivated employees in health care indicated that the issue of motivation was unclear and complex.

The contradicting findings discussed from the visited studies above suggested that the issue of employees' motivation was still complex and unclear. In this globalized world where provision of quality services was being advocated, the issue of employee motivation becomes of great concern. Quality service delivery is closely associated with presence of motivated employees. Therefore, employee motivation has drawn attention in public health sector management making vital to conduct a comprehensive study to address it.

Furthermore, the literatures visited have ignored important motivational factors which stemmed from socio-cultural aspects such as ethnicity, religious commitment,

customs and values; and workplace management. That created a knowledge gap which had been addressed by the current study. Secondly, as argued by Saunders (2016) a good study should not only show relationship but should also explain how and why such a relationship exist the studies visited above have not explained exactly how and why employees' motivation occurred probably due to quantitative methods which were used during the research process. That had created a methodological gap which the current study had addressed through the qualitative method which was data driven and therefore was able to explain how and why employee became motivated.

Thirdly, studies on socio-cultural influence and employee motivation had not been widely done in the area of human resource in Africa and Tanzania in particular. Most of the visited studies were from outside Tanzania and had different cultural settings and motivation perception. That had created a contextual gap which the current had attempted to narrow down. The findings from the visited studies were found not working well in Tanzanian public health sector employees' motivation and therefore created a practical gap which the current study had attempted to address from participants' view point.

Therefore, the current study, had addressed the gaps found in the visited studies on how and why ethnicity, religion, custom and values and workplace management influenced employee motivation in Tanzanian public health sector. The new knowledge was gained through the use of exploratory research design and qualitative research method which was a method that had not been used previously to address socio-cultural influence on employee motivation.

2.7 Emerging Themes

This study reviewed several literatures on the influence of various cultural factors on employee motivation. The main purpose for doing literature review was to find out and get an insight on what other scholars have done and discovered so as to avoid repeating or replicating the findings or knowledge from other previous studies. Secondly, to gain an understanding on what other scholars have found in relation to employee motivation. Thirdly, to find out the consistency of the research methods used in the previous studies to arrive at a certain employees' motivation research findings. Fourthly, to discover emerging themes from other scholarly work which added merit in support to this study. The themes which emerged from literature review were ethnicity, religion, workplace management, values and customs. The emerged themes were adopted and used in semi structured interview data collection instrument.

Emerging themes/conceptual model
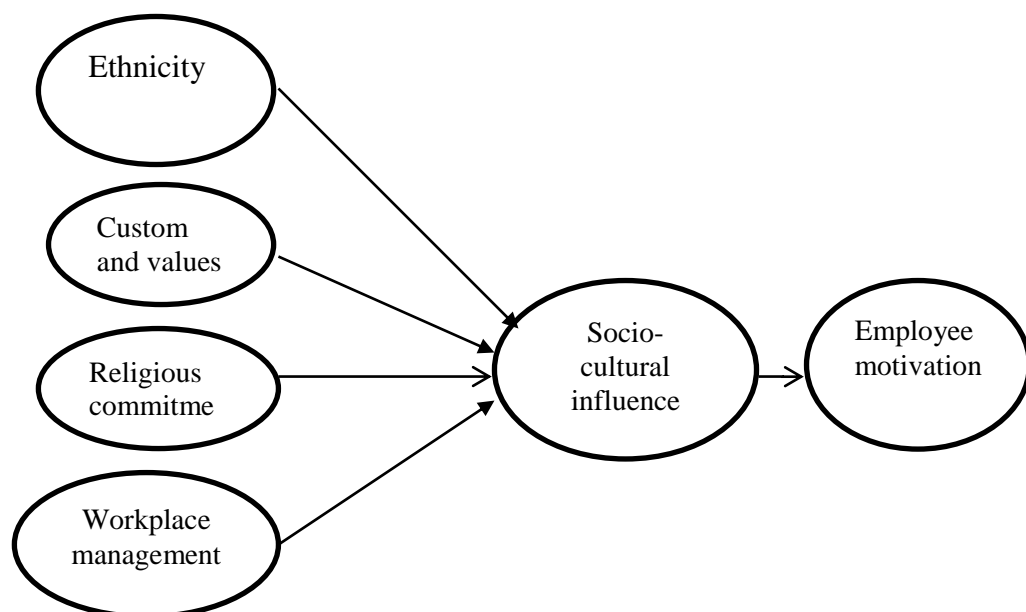
Figure 2.1: Socio Cultural Influence on Employee Motivation
Source: Research Field Data (2020).

Table 2.1: A summary of key Empirical Literature Review

S/N	Journal	Author (s)	Study	Method used	Findings
1	*Journal of Investment and Management, Vol. 4 Issue 5, October 2015 pp 191-195*	Ashraf, S., Azam, G, and Ashraf, W. (2015).	Impact of motivation elements on employee motivation level at National Bank in Pakistan	Frequencies and percentages	Advancement opportunity had high level on employee motivation
2	*International journal of political Science and development: Vol.1 pp 1-14 ISSN 2360-784*	Shahda and Myers (2017)	Effect of socio-cultural factors on public service motivation; An insight from the Lebanese public service	Descriptive statistics	Religious affiliation, nepotism and favouratism had high effect on employee motivation
3	University of Gothenburg	Flisak and Bjerkhage (2015)	How Culture Affect Motivation of Employees: A study in Differences in Motivation between Swedish and Chinese Employees:	Thematic analysis	There were significant differences on what motivated employees basing on culture
4	*International journal of Health Science & Research Vol.7, Issue 1 January, 2017*	Onuoha, P. Steven, A. and Bernad, P. (2016)	*Factors that Contribute to Work Motivation and Job Satisfaction among Hospital Nurses in Trinidad and Tobago*	Regression and correlation	Ethnicity had high influence on nurses work motivation
5	*Academic Journal, Educational Research and Review; Vol.8(9) ISSN 1996-0816*	Celik (2013)	Effect of manager's behavior and attitude on employee motivation	Comparative data analysis technique	Manager's behavior and attitude had significant effect on employee motivation
6	*International Journal of Trade, Economics and Finance. Vol. 6 No. 4 August, 2015*	Khuong and Huang (2015)	The Effect of Management Style on Employee Motivation in Vietnam	Multiple regression	Leadership style influence employee motivation
7	*Journal of Health Management. Vol. 16 No. 1 pp 149-159*	Bhatia and Purohit (2014)	What motivates Medical doctors to perform in India	Ranking frequency	Job security and adequate salary motivate employees.
8	*African Journal of Business Management Vol.3(8) pp 410-415*	Samuel and Chipunza (2008)	Using Motivational Strategy as a Panacea for Employee Retention and Turnover for Public and Private Sector Organisations	Multiple regression model	Employees are motivated by training and development, recognition, reward, salary and job security
9	*International Journal of Management science, Vol.2 No.8, 2014, pp 337-350.*	Bonsu and Kusi (2014)	Effects of motivation on job performance of local government	Ranking frequencies	Employees prefer higher salaries and are de-motivated by poor working conditions

S/N	Journal	Author (s)	Study	Method used	Findings
10	*East African Journal of Public Health Volume 5 Number* 1	Leshabari *et al.* (2008)	Motivation of Health Care Workers in Tanzania	Linear regression	Dissatisfaction is caused by low salary levels, inadequate performance evaluation and feedback, poor communication lack of participation in decision-making processes, and lack of concern for workers welfare
11	*International Journal of productivity and Performance Management Vol. 58 No.3. pp 238-253.*	Hailesilasie, D. (2009)	Determinant of public employees' performance	Ordered logistic regression model	Motivation determine performance
12	*International Journal of Africa Nursing Science; Volume 13,2020,100253*	Negussie and Oliksa	Factors influencing nurses job motivation at governmental health institutions of Jimma Town, South-West Etheopia	Cross-sectional study Descriptive statistics	Nurses were unmotivated by lack of respect, appreciation and recognition
13	*International Journal of Business and Society, Vol.19 No.2,2018, 313-322*	Sutanto, E. (2018)	Organisational Justice, Work Environment and Motivation	Census, frequencies and percentile	Organizational justice, work environment has positive influence on employee motivation.

Source: Research data, (2019).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

The following chapter provides details on interpretivism research philosophy which was used as a paradigm which guided the researcher to investigate the socio-cultural influence on employee motivation in Tanzanian public health sector. The research design was dominantly qualitative and exploratory, however, in the course of data analysis slight elements of quantitative data in particular descriptive statistics were used to provide initial comparisons to support qualitative data findings, the design was determined by the specific objectives, the research specific questions, nature of data required for the study and the methods which were used for data collection and analysis. The research approach was primarily inductive supported by scholarly deductive research works from other researchers to enhance deeper understanding of socio-cultural influence on employee motivation.

3.2 Chapter Summary

The study area was Dar es Salaam region where Amana referral hospital, Temeke referral hospital and Muhimbili National Hospital were involved in the study. Mwananyamala referral hospital was dropped after sampling and data collection reached their saturation point. The study sample saturation point was fifty seven participants (doctors and nurses) who were employed on permanent terms as well as interns. Data was collected through semi structured interview and in-depth interview; validation and reliability of data collection instruments were ensured through test-retest method and qualitative research expert evaluation. Data analysis was done

through interpretive/hermeneutic or thematic analysis technique.

3.3 Research Philosophy

Research philosophies are the primary assumption of beliefs which portray worldwide view placed on the nature of the world and process used to understand the knowledge of the world by different individuals (Saunders, 2012). There are a number of research philosophies which lay ground for knowledge development in research. The philosophies include; pragmatism, realism, positivism and interpretivism (Saunders, et al., 2012). Pragmatism research philosophy is based on practical studies which employ observation and objective meaning to phenomenon being studied. In addition, pragmatism asserts that the social world is independent and its realities can be scientifically tested.

Realism research philosophy assumes that reality is independent of an individual mind and that reality is interpreted through social conditioning (Saunders et al, 2012). Furthermore, realism posits that what one sees is just a sensation which merely represents the real. Positivism research philosophy is based on data gathering through tangible or observable things. In additional, positivism focuses on causal relationship and regularity of phenomenon so as to establish generalization (Denzin and Lincoln, 2011).

Furthermore, positivism adopts natural science stance in which the researcher is external to the study process. In addition, the above three discussed research philosophies are of the assumption and maintain similar position that the social world is independent, external and objective, and that the reality of the social world

can be observed, tested, analysed and proved through scientific approaches (Saunders, *et al.,* 2012). The three discussed philosophies were found to be difficult to be used to provide in depth and comprehensive guidance for qualitative research study. Therefore, the three discussed philosophies are appropriate for natural science research and were not used in this study.

The research philosophies explained above were not selected as a position for this study. This study adopted interpretivism research paradigm or interpretivism research philosophy or position. Interpretivism research philosophy assumes that the social world is socially constructed, subjective and focuses on details of the situation as well as realities behind those realities which are being studied using a small sample (Creswell, 2014). In addition, this research study did not seek to test existing body of knowledge or theories through the use of hypothesis and experiments but rather used scholarly literatures as a guide to the study as well as avoiding repetition of the already studied phenomenon. This study explored socio-cultural influence on employee motivation and therefore the researcher was required to study the socially constructed meanings and their interpretations as understood by employees in the selected health facilities social settings. Therefore, the researcher for this study adopted interpretivism research philosophy position, because the social world is not determined by permanent written laws and regulations but is created by meaning associated to it by the people in that social setting with time.

Furthermore, the study was concerned and focused on exploring the social world from participants' point of view. Through this paradigm, the researcher explored a comprehensive understanding on how socio-cultural factors influenced employee

motivation in Tanzanian health sector. The paradigm enabled researcher seek participants' subjective opinions, thoughts, interpretation, experiences and their feeling on socio cultural influence on employee motivation which facilitated the new knowledge to be thematically and inductively generated.

Similarly, the study was exploratory which focused on least explored socio-cultural factors motivating employees such as ethnicity, religion, values, norms and workplace management. Therefore, the nature of the study required interpretivism research paradigm where the researcher was able to use in-depth interview and hear from participants' feelings, thoughts, experience, perception and collectively shared meaning to explore the socio-cultural influence on employee motivation at their workplace social settings. The interview, enabled the researcher to understand the subjective perception, experiences and differences among health workers in terms of their role as social actors basing on the way in which their social reality was constructed, understood, interpreted and shared among the health workers in their social setting (Creswell, 2014; Saunders, 2012).

In addition, by using this paradigm, the researcher was able to collect credible and authentic information generated from the research questions which were characterized by "how" verbs that required answers from dynamic interpretation and collective construction of the social world specifically on how socio-cultural aspects influence employees' motivation (Creswell, 2014; Saunders, 2012). During this process, the researcher developed a close collaboration with the participants as they made their stories on the study phenomenon (Saunders, 2012). Furthermore, interpretivism research philosophy facilitated the researcher to select appropriate

research design, study population sample, data collection and analysis techniques which provided deep rooted insight on how health workers (social actors) made sense and constructed their social world at the workplace as a whole (Creswell, 2014).

3.4 Research Design

Research design entails systematic planning, organizing, analyzing and executing a study within a given time and resources. Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Saunders *et al*, 2012; and Kombo, *et al.,* 2006). There were several research designs which could be used in a study depending on the nature of data which was to be collected (Barbosa, 2016; Denzin and Lincoln, 2011; and Saunders, *et al.*, 2012).

The research designs include interalia; qualitative, quantitative, mixed approach and others. Each research design is applied depending on the nature and type of data which is required for the study (Berkel, *et al.,* 2013; Marshall and Rossman, 2011; Saunders *et al*, 2012). Quantitative research design uses scientific statistical method to collect, test and analysed data and present data. In addition, Qualitative design uses non statistical method in data collection and presentation.

The purpose of the study was to explore how socio-cultural factors influenced employee motivation in Tanzanian public health sector. Employee motivation could not be easily and comprehensively explored and discovered using a standardized written survey because socio-cultural influence on employee motivation is based on

employee socially constructed meaning, experience, thoughts, opinions, feelings and interpretation in that social setting (Saunders, 2016). Therefore, this research study used qualitative research design because firstly, the purpose of the study was to explore the socio-cultural factors which influence employee motivation, which required the researcher to use qualitative research design for building a new understanding or knowledge through information obtained from participants' point of view rather than testing hypothesises or confirming the existing motivation theories (Saunders, *et al.*, 2011).

Secondly, the study was interpretive so it needed the researcher to understand how employee perceived, experienced, felt and made collective sense on how socio-cultural factors influenced employees' motivation in Tanzanian public health sector through direct interaction with participants. In addition, the qualitative design enabled the research to collect information which met the research objectives and research questions needs more credibly. Furthermore, the information obtained through qualitative design primarily relied on how the actors made sense of the socially constructed meaning qualitatively rather than statistically testing variables (Cresswel, 2009).

Thirdly, this design provided a better diversity of views from varied sub-cultured actors who were involved in the research process and thus qualitative design provided a more comprehensive, credible and complete knowledge which met the focus of this research (Saunders, 2012). In addition, qualitative research design facilitated the collected data to be easily interpreted, elaborated, clarified, linked and confirmed (Saunders, *et al.,* 2011).

Fourthly, the method allowed the researcher to collect authentic and credible data which was based on feeling, opinions, experiences and meanings of the participants in health sector social settings (Lugwisha, 2018). Lastly the use of qualitative research design led to high confidence of the data which was collected during the research process (Mlyuka, 2015; Cresswel, 2009; Ngulube, 2010; and Hyun *et al*, 2012).

The nature of this study was exploratory. Exploratory studies are aimed to find answers as to why something (phenomenon) occurs, what makes something occur (forces behind that occurrence) and influence behind their occurrence (Hyun *at el*, 2012; Saunders *et al*, 2012). This research work was primarily an exploratory study whose aim was to explore socio-cultural influence on employees' motivation in Tanzania public health sector. In addition, this research work explored how ethnicity, workplace management, religion, custom and values influence employee motivation in public health social settings.

Furthermore, in the research process the researcher asked open questions through semi-structured which were guided by interview schedule and also used in-depth interview which needed participants' experience, interpretation and shared meaning to generate new knowledge which had emerged during research process (Saunders, 2016) This research work was a cross-sectional one (snapshot). During the research process data was collected on a one-off basis (Jaensson and Bushesha, 2017).

In addition, data collected were the reflection of that moment of time when the socio-cultural factors were perceived to have influence among public health sector

employees' motivation in that given social setting basing on the experience, feelings, thoughts and shared sense of meanings by those participants ((Jaensson and Bushesha, 2017; Mlyuka, 2015). Furthermore, this research work was an academic one which had pre-determined and specific timeframe and therefore cross-sectional time horizon was the most appropriate to be used to guide the research work (Saunders, 2012).

3.5 Research Approach

There are two main research approaches; inductive and deductive approach. Deductive research approach tends to confirm or test existing theory through the use of questionnaires and experiments while inductive approach develops or generates new knowledge or a new understanding of a phenomenon being studied or develop a new theory (Jaensson and Bushesha, 2017). Abduction approach is the combination of inductive and deductive approaches where during the research process the two approaches are used concurrently (Saunders, 2012).

However, using any scientific basis it was argued that there was no pure inductive nor deductive research approach as each research approach complemented one another during the research process (Saunders, 2016). It was recommended that a good scholarly study need to combine the two approaches one being the dominant over the other (Saunders, 2016). Deductive approach test hypothesis which are derived from existing body of knowledge or theories which had been developed from previous observations or studies (Lugwisha, 2018). The current study did not test hypotheses but had used the findings from deductive studies to support the findings from inductive qualitative approach.

In addition, inductive studies cannot be generated, developed and be interpreted from empty source or blank mind but rather the data should have a source which will act as a base for doing an inductive study (Saunders, 2016). Furthermore, the questions asked, data developed and analysed categories are definitely influenced by assumptions developed from other scholarly studies (Saunders *et al,* 2012; Saunders, 2016, Lugwisha, 2018).

The research philosophy and the focus of this research work required the researcher to explore socio-cultural influence on employee motivation qualitatively. Therefore, the research work did not stem from a particular motivation theoretical position (theory driven) but rather it explored the socio-cultural influence on employee motivation and had developed new knowledge basing from the data collected in field and analysed qualitatively (data driven).

In addition, this study was based on interpretive research paradigm to conduct exploratory-descriptive study on how socio-cultural factors influenced employee motivation in Tanzanian public health sector whose data was primarily collected inductively however it had little complementary data obtained through deductive approach derived from literature review to beef up inductive data (Saunders, 2016; Kumar, 2011). During research process exploratory approach was used to clarify concepts and enabled compilation of answers from participants (Muhamed, 2019). Descriptive approach was used to gain accurate insight about motivation and to organise data which was collected through exploratory process. Furthermore, the new knowledge or understanding on socio cultural influence on employee motivation in Tanzanian public health sector was generated through participants'

expression of their feelings, opinions, thoughts, experience, perception, interpretation and the way the made sense for their socially constructed meaning in their social setting and therefore, for this research work, inductive research approach played a dominant role during the research process (Kawulich, 2015)

The choice for using inductive research approach in this study was greatly influenced by several reasons including interalia; the nature of research study which was a social science that had intended to explore how socio-cultural factors influenced employees' motivation in public health sector in Tanzania, the information sought by the study was qualitative in nature because it required the researcher to study the reality of world through participants as they were expressing themselves basing on what they knew about employee motivation in their social setting, the information which was collected was then used to generate, develop and build new knowledge on employee motivation (inductively).

Furthermore, the approach provided a credible means for addressing employees' motivation realities which are grounded on participants own experience and perception which was complex to study deductively. Moreover, socio cultural influence on employee motivation in Tanzanian context had limited available and accessible published studies, and those which were visited from other studies outside Tanzania had low level of normalization and therefore making this research to select inductive approach (Cresswell, 2014).

In addition, inductive research approach was more flexible to respond to the research objectives and for generating answers to the research questions (which were

asked using "how" verbs) as well as flexibility in making comparisons and explaining field data (Hyun *et al*, 2012). Furthermore, inductive research approach facilitated a smooth dynamic and flexible interaction means between the researcher and social actors (participants) in such a way that new knowledge on employee motivation in public health sector was generated during the research process (Saunders *et al*, 2012). In other words, new knowledge was generated alongside data collection and analysis processes.

3.6 Study Area

The research study was conducted in Dar es Salaam region, Tanzania. Dar es Salaam region has been the pivotal centre for employment for decades. Employees in Dar es Salaam region come from different areas of origin with varied socio-cultural experience and understanding on employee motivation which was the main focus of this research work. Dar es Salaam has a population of 5, 865,792 million with an increase of 5.6% per year (NBS, 2012 census and projection 2017). Administratively, the region has one city council and five municipal councils. The region has 10 divisions, 105 wards and 565 streets. The region has a total of 532 health facilities owned by government, parastatal, NGO and private. There are 38 hospitals of which 7 are owned by the government, 58 health centres of which 12 is government owned, and 436 dispensaries of which 95 are owned by the government (Dar es Salaam regional profile, 2018).

Dar es Salaam region was selected from among regions which make The United Republic of Tanzania (URT) for the study due to a number of reasons which included interalia; The region had a large number of public health facilities'

employees who were from different, ethnic background, workplace management practices, religious commitments, customs and values (varied socio-cultural background and experience) the factors which had formed the bases of the research work (Corbin and Strauss, 2015). Moreover, Dar es Salaam had large number of health facilities which provided a wider area for this research.

In addition, Dar es Salaam region had a rapid population growth rate which demanded quality health service which could only be provided by health workers who were motivated (NBS, 2012). Similarly, Dar es Salaam region had reasonable and adequate research participants who were available at their health facilities stations most of the times during the study. Furthermore, Dar es Salaam region is the largest a business city in Tanzania and has a number of motivational challenges for different employees including health workers.

In addition, the researcher had a fairly good access to participants as the researcher was helped by the research department to meet the selected participants in their blocks, offices and wards. That had helped the researcher to collect the study data timelier and accurately. Moreover, Dar es Salaam region had sufficient data access for the study when compared to other regions in Tanzania. Similarly, the area was selected because it enabled the researcher to conduct the study within available financial budget and study timeframe.

3.7 Sample, Sample Size and Distribution

Bless (2000) defines a sample as "a sub-set of a population which must have properties which make it representative of the whole". Bryman (2003) refers to a

sample as the population that is selected for investigation. Samples involve collecting information from a portion of the larger group, and on this basis, infer something about the larger group (population). Furthermore, a sample size is a number of items to be selected from the universe to constitute a sample which fulfills the requirements of efficiency, representativeness, reliability and flexibility (Kothari, 2006).

In addition, a sample size for qualitative studies have been recommended to be 3 to 5 participants for a case study (Creswell, 2002), similarly it is recommended to interview less than 10 participants for phenomenological studies (Creswell, 2007). Furthermore, it is recommended to interview 30 to 50 participants in a cultural setting for ethnographic studies (Strauss and Corbin, 1998). In addition, it is recommended to interview 15 to 30 participants for inductive studies (Strauss and Corbin, 1998; Creswell, 2007).

Choosing a sample size in research was of paramount importance because it would provide an insight on how many observations are required to generalize the population (Mlyuka, 2015). In this research, the sample was drawn from the target population which included all doctors and nurses who were working in selected health facilities in Dar es Salaam region. In addition, because this research work was primarily inductive, the study sample was relatively small because in inductive qualitative research data collection and analysis technique, once a data was coded and a category was recorded and included in an analytical map, there was no need to increase the sample which would have no new contribution to the development of new knowledge in other words the sample had reached its saturation point (Saunders,

2012).

In addition, the process was done repeatedly to ensure that all necessary information for the research was collected from the sample until when it was found that the addition of any new sample would not generate any new information which would beef up and enrich the research work (Saunders, 2012; Saunders, 2016) Similarly, the information gathered from each participant was very detailed in such a way that there was no need for having a large sample. In addition, it would not have been easy to manage data accurately from a large number of interviewees whose information had repeated itself several times during the research process. Furthermore, this research work was so intensive and had very detailed data, therefore, the sample size was small with rich information.

3.8 Sampling Technique

Quantitative research studies use probability sampling techniques to establish statistical representation of the sample drawn from the study population. The selected sample would then be used to make statistical findings which are obtained by testing hypothesis and draw conclusion for the tested phenomenon or confirm the already existing theories (Saunders, 2012). In qualitative research, samples are not drawn for the purpose of statistical representation instead sampling is drawn on the basis of theoretical contribution or what new knowledge contribution the participant has for the research study (Saunders, 2016). In addition, in qualitative research, samples are determined by population characteristics which act as a yardstick for selection (Strauss and Corbin, 1998).

In this research study, the researcher was asked to submit the research proposal at the research department of each selected health facility. The proposal and the interview guide were reviewed by the hospitals' research experts. The reviewers made observations and provided comments which were accommodated by the researcher. The hospitals' research department provided clearance for the study to begin. The clearance letter indicated which departments would be involved in the study. The initial sample was selected through non probability sampling technique because the researcher was unfamiliar with the health facilities employees. After the researcher was familiarize with the health facility's employees through the guidance of the health facility research unit, snow balling sampling technique was adopted to get study participants. The participants were selected basing on defined characteristics which included occupational positions such; head of department, block manager, doctor in charge, nurse in charge, ward in charge, doctors and nurses.

The research began by the researcher explaining to the participants on the overview of the research, objectives of the study and the importance or relevance of the study. In addition, the participants were then given research information for further understanding of the topic being studied. Furthermore, the researcher explained to the participant on free consent to participate in the study and gave them the consent form. This process was repeated to all participants before beginning to interview them. After these explanations, the researcher got familiarized and built trust with the study participants.

The total number of participants was fifty-seven. The participants were obtained during the research process. The actual study started by interviewing three Head of

Departments (HoDs); HoD-Internal Medicine, HoD-Maternity and HoD-Pediatrics. After the initial interview with the head of departments was completed, the researcher asked the HoDs if there was any other person who would have new contribution to the study. The HoDs directed the researcher to the block managers would have important contribution, so the researcher went to interview the three block managers. After the interview, the block managers were asked if there were other persons who could contribute to the study.

Similarly, the block managers told the researcher to interview the wards in charge, doctors in charge and nurses in charge (Head nurse- or sister in clinical terminology). The researcher went to interview a total of nine ward in charges, two doctors in charge and three nurses in charge. After the interview, the wards in charge, doctors in charge and nurses in charge were asked on whether there were any persons who had new contribution to the study, in other words, the wards in charge, doctors in charge and nurses in charge were asked to identify other individual who had an in depth understanding about socio cultural influence on employee motivation (snowballing). The wards in charge, doctors in charge and nurses in charge told the researcher to interview the doctors and nurses who worked or served under their jurisdiction. The study proceeded by interviewing those identified persons to generate information required by the study.

In addition, purposive-theoretical sampling was used where participants were picked on the basis of what they could contribute to knowledge development (concepts) as required by specific objectives. The aim of theoretical sampling was to pick

participants who would develop a theoretical explanation by specifying the ideas, concepts categories and themes which were being studied basing on their cause, conditions, the way it was expressed and their outcome or consequences (For example; knowledge on values and norms, religious commitment, cultural diversity, management of employees, employees' motivation practice, working experience,, familiarity with work environment and work place relations).

Theoretical sampling technique was used so as to capture participants from different heterogeneous population with varied sub-cultures who had important contribution to the understanding of the topic being studied. Furthermore, the technique enabled the researcher to select of participants on the basis of their theoretical relevance. Similarly, the technique was useful for the current exploratory study where the area of study was unfamiliar to the researcher and therefore it was difficult to identify sample in advance. In addition, this technique was used to derive a small sample from a large study population for selected public health workers from selected public health facilities in Dar es Salaam region.

In addition, during the sampling process, the initial sample was selected and interviewed. The information which was obtained from interview of the initial sample was analysed and then additional sample was picked to refine emerging categories or ideas, ratification and/or filling gaps which arose during the research process. In addition, the process of sampling continued until when it reached a point where it was found that, the addition of new sample would not add any new information (data saturation point) which could be relevant for the study (Strauss and Corbin, 1998; Bryman, 2001; Mason, 2002; Payne and Payne, 2004).

3.9 Data Collection Methods and Instruments

There are different types of data sources in research; there are hard stored information (secondary data) and there is soft information which is articulated or received from the original source (primary data). Kothari (2004) maintains that primary data is the information obtained afresh for the first time from original source thus the information is original in character. In this study search words and data base were used to add knowledge (search themes) and to get reference as secondary data to the researcher but was not be the basis of the study. This study was qualitative, exploratory and inductive therefore authentic data was primary data (field data) which was collected through semi structured and in-depth interviews.

3.9.1 Interview Method and Instrument

Interview refers to a dialogue or conversation between a researcher and a participant which have a structure, purpose and focus. Interview method of data collection is necessary and useful when the study aim is to explore participant's experience, thoughts, feelings, opinion, beliefs, values, understanding and interpretation of the study topic (Saunders, 2016). The present study was based on inductive approach with the aim of building new knowledge from data collected from the participants. Therefore, in order to collect authentic data from study participants (participant centered technique), the researcher was required to interact (make conversation) with the actors to explore socio-cultural influence on employees' motivation in such a way that knowledge was generated during research process.

Furthermore, the process of collecting data from conversation was facilitated by semi-structured interview with the main actors. In addition, the study used research

questions to develop a list of key themes and key questions which were covered during research process (Saunders, 2012). During research process, some questions were clarified or simplified depending on prevailing social situation of the main actors. The flow of conversation determined the order of questions during research process.

In-depth interview was also used to furnish information collected through semi structured interview. In depth interview is an unstructured conversation or dialogue between the researcher and the actors (Kothari, 2004; and Saunders *et al*, 2012). During the research process, the researcher had clear study focus (main issues will be outlined by interviewer) in such a way that the conversation did not diverge from the main focus. However, that did not limit flexibility but was expected to offer a chance to change the content to make it interview-data as a study point. In the process therefore, the researcher would ask questions with the aim of making the actor focus to the theme. In addition, during research process the researcher led the conversation as well as took memos depending on the prevailing situation. In this process, the interviewees had an opportunity to talk freely about their perception on religious beliefs, management of employees, customs and values, and ethnicity influence employees' motivation.

Therefore, in-depth interview method enabled the researcher to establish rapport with interviewees and make correct interpretation of the socially constructed meaning of the phenomenon being studied. Secondly, given the socio-cultural differences among the actors, this method was flexible and had allowed the researcher to discover new ideas or made clarification needed during research

process. Lastly, interview allowed the researcher to obtain first hand in-depth and detailed information which strengthen data authenticity and dependability.

3.9.2 The Researcher as an Instrument

In qualitative research the researcher is an instrument of research (Saunders, 2016). The researcher's background and experience as Workers' Education Officer under the then Ministry of Labour had important access to employee labour matters including motivation through, public service management policies implementation, trade unions and workers' councils in both private and public sectors. In addition, the researcher has served as Mediators in labour dispute resolution machineries at Commission for Mediation and Arbitration (CMA). Furthermore, the researcher has served as Head of Quality Assurance and Assistant lecturer in human resource management at Tanzania Institute of Accountancy. Therefore, the researcher was highly inspired to understand how socio-cultural factors influenced employee motivation in public health sector in Tanzania. During the research process the research provided information and made clarification to the participants on the topic of study. Similarly, the researcher identified themes or key questions for the study (Lugwisha, 2018).

In addition, the researcher guided the participant on the focus of the study through asking questions basing on the themes he had developed (Kawulich, 2015). Furthermore, the researcher collected, compared and differentiated emerging data for the purpose of coding and categorizing so as to gain a complete meaning as understood by participants in that social setting (Merriam, 1998). Similarly, the researcher constructed reality through interpretation of data and provided

explanation which led to development of a new understanding on the topic which was being studied.

3.10 Validation of Data Collection Instruments

Yin (2009) argues that, qualitative research scholars have introduced new concepts which describe or represent validity and reliability which are commonly used to tests data collection research instrument in quantitative studies (Saunders, 2016). Validity is defined as the extent to which the research instrument collects the data which are required by the study (Saunders, 2016). Validity is categorized into two sets internal and external validity. In qualitative research, internal validity has been interpreted as credibility while external validity as transferability. The combination of internal and external validity is interpreted as authenticity (Saunders et al, 2012).

In this study, credibility was ensured through developing trust, honest and creating an environment in which the participants were able to contribute freely on how they understand the interview questions in their social settings (Lugwisha, 2018). Similarly, credibility was ensured by the work of peer review panels of the research units in the selected health facilities. In addition, credibility of the semi-structured interview questions had enabled the study to collect data which accurately reflect the socially constructed reality as interpreted and understood by participants in that social setting (Saunders, 2016). Transferability refers is the extent to which the study findings can be applied to other situations (Saunders et al, 2012; Saunders, 2016; Lugwisha, 2018). This study was unique; however, the themes which emerged in the research process and the study findings are expected to be applied across other employees working in different social settings.

The argument was based on the fact that every organisation has employees who need to be motivated and that different employees have their own different culture which nurtured and shaped their motivation perception and interpretation (Bakotic and Babic, 2013). In this study, the researcher developed a detailed understanding which would enable other researchers gain an insight of the influence of socio-culture on employee motivation and use the findings to other social settings. The findings would therefore be applied by management in other situations.

In this study authenticity therefore refers to the strategy of ensuring that the data collection instrument gathers the intended information accurately (Saunders *et al.* 2012). Pre-testing was done to ensure that respondents understood each question and its socially constructed meaning (Kumar, 2011). To ensure highest authenticity, the measuring instruments (semi structured interview questions) were given to five qualitative research experts for validation. The instrument was pre-tested on a small sample of participants prior to the actual study. In addition, the semi structured interview questions were given to the research unit of each selected health facility to ensure that the questions were well constructed, understood and did not violate ethical issues in those facilities. The research units recommended the research to develop Swahili versions which were used together with the English version.

In qualitative research reliability is interpreted as dependability. Dependability is the extent to which data collection technique will provide the same findings, observation or conclusions reached by other researchers (Saunders *et al.* 2012; Jaensson and Bushesha, 2017). Using experts in validation strategy ensured high dependability of the research instrument (Elkiewe, 2013). In this study dependability was made by

comparing pre-tested semi-structured interview questions from a small sample of main actors with results from expert strategy, adjustment of the instruments was made according to results obtained from such comparison.

3.11 Data Analysis Plan

Data analysis involved a collection of methods used to process raw data and report the overall trends. It is a process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data (Kagugube, 2015; Boateng, 2014). For qualitative research, data analysis involves several steps that a researcher will use to explain or interpret the situation and people being studied (Jaensson and Bushesha, 2017). Given the nature, design, approach and method of this study, the data collected was qualitative based on socially constructed meanings, feelings, thoughts, opinions, perception and experiences of the participants (doctors and nurses) for socio-cultural influence on employees' motivation (Saunders, 2012).

Therefore, the researcher analysed the data by constantly interpretating, making comparison and finding relationship for each concept, category and theme so as to understand their meanings from participant experience and interpretation, and thereafter develop new knowledge This technique is referred to as hermeneutic or interpretive or thematic analysis (Kawulich. 2015; Lugwisha, 2018; Bernard, 2000; Merriam, 1998;).

This study used thematic inductive data analysis technique (hermeneutic or interpretive analysis) where data analysis began as soon as the first piece of

information was collected (Kawulich. 2015; Lugwisha, 2018), The study began with specific questions and then other modifying questions were generated during the study. The information collected (concepts-word, phrase, activity, action) from those questions were analysed so as to provide a direction for the following interview.

In addition, the researcher identified concepts and their connection. The concepts collected formed the basis of analysis. Each concept was given a label (open coding). During data analysis process, the concepts were sorted, compared and differentiated. In addition, the codes were used to sort and retrieve information from interview and allow comparison of data (Carter *et al*, 2014; Polit and Beck, 2012; Denzin and Lincoln, 2011). Furthermore, the codes were used to ensure that once the information or data was captured, would not be recorded twice or repeated. Each concept was repeated in the next interview for the purpose of obtaining complete meaning as interpreted by the participants. The related concepts were grouped together (axial coding) to form a category or a pattern, for example concepts such as worship, prayers, love for God, life in heaven, holy teachings were categorized into religious beliefs.

Furthermore, the process of grouping the codes was repeated to make sure that each code was grouped into the perfect category or pattern (Saunders *et al*, 2012). During data analysis process, the categories were compared and differentiated so as to provide authenticity of the identified category. The like categories or pattern were grouped together (selective coding) to form a theme. That has helped to achieve precision and consistency of the categories. The categorized data (themes) were interpreted and explained, the process was repeated several times so as to capture

correct interpretation for each theme.

Similarly, explanations were refined several times to ensure that the explanations reflected the interpreted data and their meanings as understood by participants from their social settings and therefore added explanatory power of the study (Walshe, 2011; Cresswell, 2014; Saunders, *et al.*, 2012). The refined explanation from the themes was generalized and new knowledge which has emerged from research was established (Corbin and Straus, 1998). In addition, descriptive statistics was used to explore characteristics of dataset. The descriptive or arithmetic statistics used in this study were percentage, charts and figures which enable the researcher to description and explanation of the study findings.

Thematic inductive data analysis was facilitated by Computer Aided Qualitative Data Analysis Software (Nvivo). The software is a Mac version 12 plus, web-based application software for managing, analysing and presenting qualitative data. The software was used for coding, sorting codes and grouping codes. Furthermore, the software was used to categories data, analyse categorized data and present data. The software was selected because it simplified manual work from huge collected data.

Similarly, the software enabled the researcher to view actual data and any new emerging data, definitions of each code in the data analysis map including its name, type, label, alignment, and other information. In addition, the software enabled the researcher to see all research work on one page which reduced the work of going back and forth to link or prove collected information. Similarly, the software was PC and MAC friendly as well as cost effective. Basing on the above reasons, Nvivo was

selected and used for coding, categorizing, analyzing and interpreting inductive data.

Table 3.1: Qualitative Inductive Data Analysis Mapping

SN	Specific Objective	Research concepts	Analysis Technique
1.	To explore ethnicity influence on employees' motivation	Childhood experience, hard work, team spirit, career development	Thematic data analysis
2.	To explore customs and values influence on employees' motivation	concern for others, Appreciation, individual achievement, feeling valued and recognised, honest and fairness, workplace norms. Understandings. Values adherence	Thematic data analysis
3.	To explore religious commitment influence on employees' motivation	Desire for work, moral and ethics, loyalty, obedience and respect	Thematic data analysis
4.	To explore workplace management influence on employees' motivation.	Good management, work environment, communication	Thematic data analysis

Source: Research data, 2020

3.12 Ethical Considerations

Ethics is the acceptable standards of behaviour which channel and govern the conduct of a study in relation to participants involved in research process (Bakar, 2016; Gatonya, 2018). Furthermore, research ethics involves; negotiating access to the study area, acceptability, conformity, trust, confidentiality, informed consent, privacy, respect for others, voluntarily, responsibility and others (Saunders, 2016; Lugwisha, 2018). This study involved people from health facilities as participants. Therefore, ethics was considered as a very key important issue in this research.

This study was qualitative research which had involved people to explore socio-cultural influence on employee motivation basing on their subjective experiences, perceptions, meanings, views, opinions, feelings and interpretation of the socially constructed meaning in their social settings. It was therefore important for ethical issues to be taken into account in the study so as to protect participants from any

possible harm which may arise due to their participation as well as to ensure the quality of the data which was collected and analysed (Saunders,at el, 2012; Saunders, 2016; Gatonya, 2018). The study involved a number of ethical issues during research process.

Before starting data collection, the approval to conduct this research was requested through research clearance letter from the Directorate of Research, Publications and Postgraduate Studies of the Open University of Tanzania. The approval was then presented to the respective management of the selected health facilities as a means of seeking access in that health facility. In this study, the research clearance letter was first submitted at Amana Referral Hospital Research Unit together with the research proposal. After reviewing the proposal, the researcher was given a permission letter or clearance letter and was introduced to Hospital Director. The same procedure was repeated at Muhimbili National Hospital and Temeke Referral Hospital. The Chief Medical Doctor for Amana Referral Hospital introduced the researcher to heads of departments, ward in-charges, doctors and nurses. The same procedures were followed at Temeke Referral Hospital and Muhimbili National Hospital

After gaining access, the researcher began by developing trust and respect among the participants. The researcher provided invitation sheet or paragraph with information which contain details of the study and the role of participants in the study as well as their security on the information which they would provide. Similarly, participants were provided with sufficient information about the objective of the study and how the study would be done. In addition, the participants were informed on their right to choose whether or not to participate. After the participants had familiarized with the

study topic, the participants were given a consent form to sign and in some cases the researcher sought oral consent from the participants depending on the preference of the participants. Furthermore, the researcher explained the environment of rapport which facilitated sharing of credible, reliable, true, and trustworthy information (Gatonya, 2018; Lugwisha, 2018).

The researcher provided assurance on protection of the participants that they would not be harmed in their job by participating in the study (Saunders, 2016). In addition, permission for recording conversation during data collection was requested from participants however all participants declined to be recorded. Furthermore, the participants were informed of their privacy and anonymity (Gatonya, 2018; Lugwisha, 2018) Participants were assured that privacy would be guaranteed where no information about them would be disclosed or communicated to any other person. In addition, the data given to the researcher would be treated as highly confidential and the researcher would be responsible for ensuring such confidentiality.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

The earlier chapter was dedicated to research methodology and methods used in the study. To recap, it documented various best choices relating to the research methods used; also, the justification for each decision was given. In this part, the analysis and interpretation of the data are provided. The analysis is divided into two parts: firstly, the presentation of the demographic details and, secondly, interpretation of the dataset based on the four research questions, as stated in Chapter one. The demographic information was critical in doing a more in-depth analysis and interpretation of the results.

4.2 Demographic Information

The study had a total of fifty-seven participants who were interviewed during the research process. The demographic information or characteristics were analysed through Nvivo 12 plus and were presented as receive from the data analysis software in a form of descriptive statistics which included arithmetic/numbers, percentages and tables. The demographic data for the study included gender, age groups, education qualification, employment category and work experience. The summary of the demographic information is provided in table 4.6 at the end of this sub section.

4.2.1 Gender of the Participants

Gender was an important demographic characteristic in the research process. This was because the public health sectors had employees of different gender who work at the same workplace. The characteristic was important for providing information on

socio-cultural influence on employee motivation. However, the focus of this research was not to explore gender and motivation but had a significant value in explaining the socio-cultural influence on employee motivation because in the work practice the two genders (male and female) work together and depend on each other.

In addition, their employment category did not consider gender issue (doctors could be a male or female similarly nurses could be female or male the same applied to mid-wifely and other categories of employment within the health sector). Furthermore, gender characteristic had enriched the researcher with in depth understanding on how motivation was perceived by employees in the public health sector. The study interviewed 39 female participants who constituted 68.4% and 18 male participants who constituted 31.6%. The study had larger number of female participants than male participants. Gender characteristics were as shown in Figure 4.1.

Table 4.1: Gender of the Participants

ATTRIBUTE	Total	Percentage
Gender		
Male	**18**	**68.4**
Female	**39**	**31.6**
Total	**57**	**100**

Source: Research data, (2020).

4.2.2 Age Group of the Participants

The age group of the participants was another important characteristic in exploring socio-cultural influence on employee motivation in Tanzanian public health sector. The age groups provided an insight on motivation preference among employees in the public health sector by age category. The employee in the selected health

facilities were of different ages and therefore provided a deeper and in depth understanding on how motivation was understood and perceived across the age groups. The study had five age groups which were; age group between 20 to 29 years. This group had eleven participants which was 19.2% of the total interviewed participants.

The second age group was 30 to 39 years of age which had twenty-one participants was equal to 36.8% of the interviewed participants. The third age group was between 40 to 49 years which had 14 participants' equals to 24.6% of the interviewed participants. The fourth age group was between 50 to 59 years of age had eleven participants which was equal to 19.2% of the interviewed participants. The last age group was sixty years and above but had no participants. The data indicated that fairly large number of participants fell in the age groups between 30 to 39 and 40 to 49. The demographic data indicated that the public health sector had employed a good number of middle-aged employees who were energetic and capable workforce which could respond to work positively when motivated. The demographic characteristics of the participants by age group was as indicated in Table 4.2.

Table 4.2: Age Group of the Participant 1

ATTRIBUTE	Total	Percentage
Age Group		
20-29	**11**	**19.2**
30-39	**21**	**36.8**
40-49	**14**	**24.6**
50-59	**11**	**19.2**
60+		**00**
Total	**57**	**99.8**

Source: Research data, (2020).

4.2.3 Educational Qualification of the Participants

Educational qualification was another demographic characteristic which was included in the study. Education level was an important aspect that shaped individual ways of behaving and perceiving issues or things which happen in their environment including employee motivation in public health sector in Tanzania. The study divided education qualification into seven levels. The levels were form four, form six, diploma, advanced diploma, first degree, master's degree and doctorate degree.

There were two participants with form level which equals to 3,5%, from six had 1 participant equals to 1.3%, diploma had 23 participants equals to 40.4%, advanced diploma had two participants equals to 3,5%, first degree had seventeen participants equals to 29.8%, masters degree had twelve participants equals to 21% while there was no participant with doctorate degree. The demographic data indicated that the health sector had employed employees with good and sound education qualification who were capable of delivering expected services when motivated Table 4.3 indicates demographic characteristics of participants by educational qualification.

Table 4.3: Education Qualification of the Participants

ATTRIBUTE	Total	Percentage
Education		
Form Four	**2**	**3.5**
Form Six	**1**	**1.8**
Diploma	**23**	**40.4**
Advanced Diploma	**2**	**3.5**
Degree	**17**	**29.8**
Master	**12**	**21.0**
PhD	**-**	**0.0**
Total	**57**	**100**

Source: Research data, (2020).

4.2.4 Employment Category of the Participants

Employment category of participants was an essential demographic characteristic which was considered in the study. In the public health sector employees were working in different categories of work with different environment, peers, supervisors and management styles. Thus, this characteristic added more in depth understanding on how motivation was interpreted and perceived by different employees from across different wards, departments and health facilities. The study was intended for doctors and nurses however during the research process other employees who performed similar roles with nurses in the same health facilities and had knowledge contribution were included especial the mid wives. The study had twelve doctors who constituted 21%, thirty-eight nurses who constituted 66.7% and others were seven who constituted 12.3%. The majority of the participants were from nurses employment category. The demographic characteristics by employment category were as shown in Table 4.4.

Table 4.4: Employment Category of the Participants

ATTRIBUTE	Total	Percentage
Employment Category		
Doctor	12	21
Nurse	38	66.7
Others	7	12.3
Total	57	100

Source: Research data, (2020).

4.2.5 Work Experience of the Participants

Work experience was included as one of the demographic characteristics of the study on socio-cultural influence on employee motivation in public health sector. Employees with longer work experience had greater understanding of the

motivational practices in the public health sectors. Experienced participant had rich knowledge on how motivation was understood, perceived and interpreted in their workplaces. Experienced employee was of great value to the study as they compared past motivation practice with current practices and provided wide view of their understanding on motivation. This had enabled the researcher to collect more detailed, in depth and comprehensive knowledge on employee motivation in public health sector. The demographic characteristics of participants on work experience were as shown in Table 4.5.

Table 4.5: Work Experience of the Participants

ATTRIBUTE	Total	Percentage
Work Experience		
Less than a year	5	8.8
1-3 years	10	17.5
4-9 years	14	24.6
10-15 years	15	26.3
More than 15 years	13	22.8
Total	57	100

Source: Research data, (2020).

Table 4.5 indicates the work experience of the study participants. From the table, the study had five participants with less than a year experience which constituted 8.8% of the interviewed participants. Participants with one to three years' experience were ten equals to 17.5%, four to nine years were fourteen equals to 24.6%, ten years to fifteen were 15 which was equal to 26.3% and those with more than fifteen years of experience were thirteen which was equal to 22.8%.

Table 4.6: Summary of the Demographic Characteristics

ATTRIBUTE	Total
Gender	
Male	**18**
Female	**39**
Age Group	
20-29	**11**
30-39	**21**
40-49	**14**
50-59	**11**
60+	
Education	
Form Four	**2**
Form Six	**1**
Diploma	**23**
Advanced Diploma	**2**
Degree	**17**
Master	**12**
PhD	**-**
Employment Category	
Doctor	**12**
Nurse	**38**
Others	**7**
Work Experience	
Less than a year	**5**
1-3 years	**10**
4-9 years	**14**
10-15 years	**15**
More than 15 years	**13**

Source: Research data, (2020).

4.3 Ethnicity and Employee Motivation

The previous part illuminated the demographic characteristics of the study participants, which were found useful in understanding the data. This part presents an analysis and interpretation for the first research objective, which was how does ethnicity influences employees' motivation. In answering the goal, thematic and arithmetic analyses, as noted early in chapter three, were used. The thematic analysis involved the repeated reading of the dataset based on the study context where two main themes were identified: ethnicity motivates and no or mild motivation.

On the other hand, with the aid of Nvivo 12 plus, which was a qualitative data analysis tool, the arithmetic analysis was also performed. In this study, relative code frequencies were applied. As Anderson (2021) observed relative code frequencies was regarded as a number of times a piece of data appeared. In the current study relative code frequencies were based on how many cases (participants) had mentioned a particular piece of information or theme.

4.3.1 Ethnicity and Employee' Motivation

Ethnicity refers to an individual's origin; in this case, someone's tribe and whether the tribe has anything to do with driving a person's work motivation in public health sector in Dar es Salaam in Tanzania. Thematic analysis of the 57 interview transcripts found two significant themes: ethnicity motivates and no or mild motivation. The former idea is divided into two subthemes which are: positive motivation and negative motivation. No or mild motivation is also classified further into the following subthemes: no motivation and mild motivation. The findings for each theme are presented below:

4.3.1.1 Ethnicity Motivates

Ethnicity was used to refer to stimulating, encouraging or driving force which could positively or negatively influence employee motivation. Many study participants (42 out of 57) which was 73.6% said that ethnicity could influence an employee's motivation. In the research process, the most contesting idea across the entire dataset was to explore on whether ethnicity has positive or negative motivation. In that basis two sub-themes were developed: positive and negative motivation.
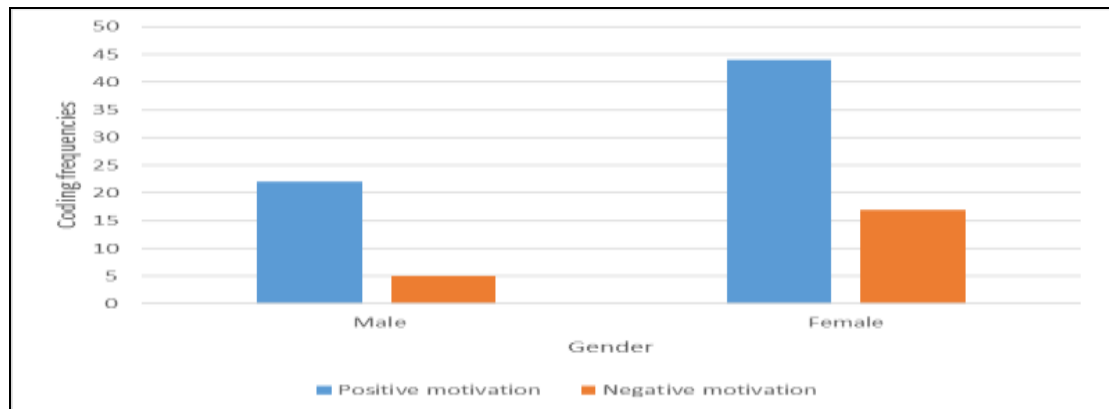
Figure 4.1: Positive and Negative Influence of Ethnicity

4.3.1.2 Positive Motivation

The positive motivation was a container (theme) created to code all ideas from the dataset, which indicated that ethnicity could improve employee motivation and therefore leading to improving work performance in the selected hospitals in Dare es Salaam. Both arithmetic and thematic analysis of the dataset found out that ethnicity has a positive influence than the negative impact on employee's motivation. Simple statistics show that 36 (63 percent) participants out of 57 said that ethnicity has a positive influence on employee motivation. That meant participants' ethnic background positively influences employee motivation.
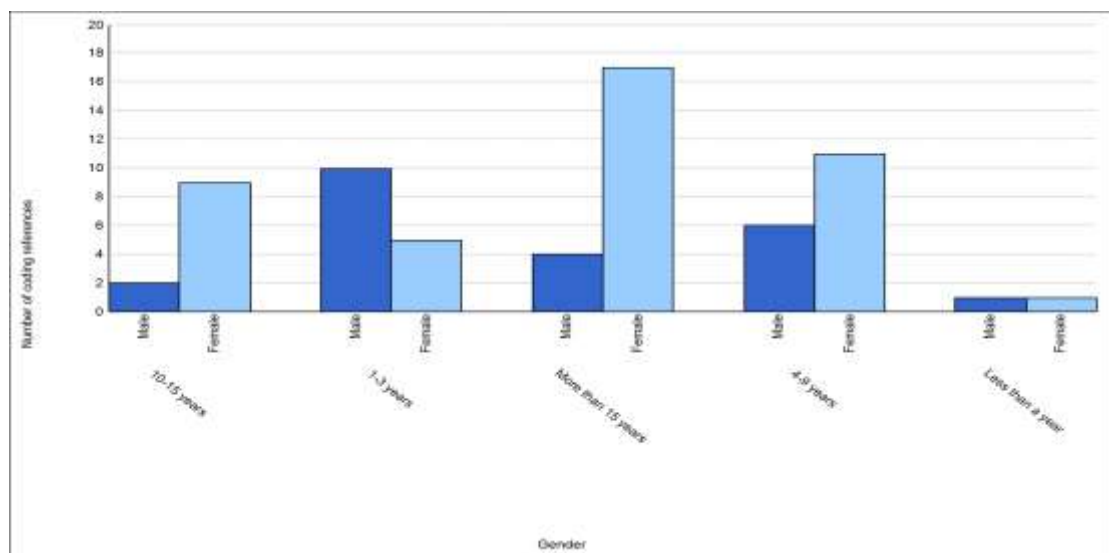
Figure 4.2: Positive Motivation Coding Case Gender and Work Experience

Figure 4.2 shows that there were more code frequencies from female participants who said that ethnicity had a positive employee motivation, which meant that ethnic background could improve employee motivation in public health sector. Furthermore, the chart shows more ideas supporting ethnicity increasing motivation were from female participants with higher working experience (More than 15 years) than those with lower working experience. Evidence from the chart also shows that females with work experience between 10 to 15 years had similar observations. Furthermore, according to the chart above, some men also said that ethnicity was an essential factor that influenced employee motivation.

The reasons as to how ethnicity can positively influence staff members were categorized into the following subthemes: childhood experience, triggers hard work, facilitates team spirits, create suitable breeding environments, and career influence.

4.3.1.3 Childhood Experience and Employee Motivation

Brought up refers to how children are raised in various families. In the African context, child-rearing is a female activity. The results show that female participants have experience in both child-rearing and working as medical experts for many years. The experience as mothers and health workers makes female participants was easy to connect between child raising and work motivation than male medical experts.

Furthermore, raising children varies from one ethnic group to another ethnic grouping, which implies the employee's motivations. It is favouring more females when it comes to arguing about raising children and its association with improving

employee motivation. The study had 57 participants, 39 were females. Female participants had the feeling of how children have been raised influenced employee motivation than male participants. Five out of 10 female study participants with work experience between four to nine years believed that child-rearing was important in influencing employee motivation. Likewise, females with more than 15 years of work experience had the same observations. Similarly, females with one to three years of work experience and between 10 to 15 years of work experience believed the same.
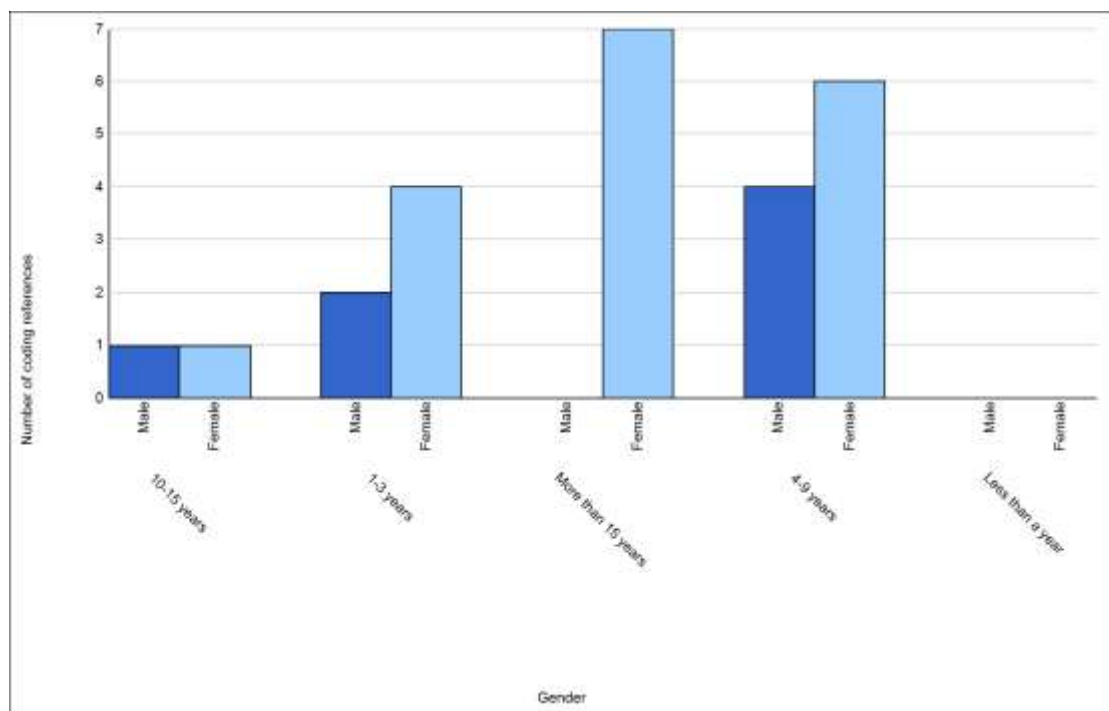
Figure 4.3: Brought Up, Coding References by Gender and Work Experience

The Figure 4.3 shows that there were more coding frequencies from female participants and almost across all working experiences, which ranged from one year to more than 15 years of experience. As noted earlier, the female talked more about the positive linkages between child-rearing and employee motivation than male participants.

Children rising are self-reliance, home-based school. It is where they are taught various activities which later help them to be motivated hard-working employees in any organization. The study found that 15 out of 39 female participants said that it is during this early stage of a child's development where hard-working spirits are developed and acquired. For example, in case a child is reared in the hard-working ethnic group will have a positive influence on employee' work motivation in his or her future life. The kids learn how to work hard at the family level. Therefore, child-rearing acts as an early stage where hard-working workers are made from the families.

A study participant said,

> "……..In some ethnic groups, a child is prepared and motivated to be self-reliant from his or her childhood. For instance, in Kilimanjaro, Iringa, Shinyanga, Mwanza just to mention a few regions, most of them were found to have a spirit of hard-working which indicate that an individual was motivated to work…."
>
> CASE15, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years another participant had a similar observation
>
> "……How a person works depends on how the person was raised. A person who used to work with his/her hands can do any work given to him or her…"

CASE18, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years. Similar remarks were made by another study participant.

> "……It is how a person is raised in his or her family. For example, Wapare, Wasukuma, Nyakyusa, Wahehe, Wabena and Wangoni tribes were farmers and most of the time were in the farms. Therefore, even younger children raised in this environment will be motivated to work in farming and as result they become hard worker. Impliedly, how a child is raised is what a child will be in future life of work including employee motivation….." (Interview CASE21, Sex: Male, Age Group 30-39, Profession: Nurse, Experience 4-9 years).

It is due to how they are raised if they are hard-working in agriculture, animal keeping, and home activities or volunteered to work to help others. By nature, some ethnic groups make their children to become motivated because of the way they were nurtured to work which inturn stimulated motivation and desire to work in future employment —for example, Chagas, Wagogo, and Nyakyusa.

CASE27, Sex: Female, Age Group 20-29, Profession: Nurse, Experience 1-3 years.

Raising children is the most crucial moment in the life of the person; it is a primary building stage of the child that determines how the child will be in the future in terms of work motivation. Repeated reading of the transcripts found out that employee motivation is related to how the person was raised in the family. Some participants used words such as character development referring to a situation where the child is groomed, nurtured and defined in his/ her early stage. A study participant said,

Ethnicity (traditions) background plays a role in building someone's character attitude (personality), but also sometimes people choose a certain kind of work because of their background experiences.

CASE4, Sex: Male, Age Group 40-49, Profession: Doctor, Experience 10-15 years

Other participants also support the view:

> *"…..It was because of the teachings the person had received from his or her parents which caused the employee to perceive work in a particular way.; it was the foundation of the person future work perception which was grounded on an individual's family background and perception of work and motivation…".* (Interview CASE4, Sex: Male, Age Group 40-49, Profession: Doctor, Experience 10-15 years).

CASE56, Sex: Male, Age Group 20-29, Profession: Nurse, Experience 4-9 years

The ethnic grouping has the power of influencing its members. The thematic analysis

found out that ethnicity act as a role model for its people, so role models that demonstrate good working behaviours will influence children to imitate them. Explicitly, the study found out that children raised in a particular tribe will imitate some behaviour from the group. However, there is a possibility of imitating both good practice and bad ones. It is the imitation of good behaviours from the ethnic group that will positively motivate employees at work and improve his or her performance.

A study participant said,

> *".....Because tribes make people imitate examples from its members such as Mpare, msukuma Mchaga or Mhehe just to mention a few….".* (Interview CASE8, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years)

Another study participant made similar remarks

> *".....It is a spirit of working since childhood; it has assisted in continuing with that spirit in* working *places…".* (Interview CASE15, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years).

This above section presented findings relating to how children are raised in the families which positively influence employee's motivation. In the next section, results of how ethnic grouping triggers hard-working are presented.

4.3.1.4 Ethnicity Influences Hard Working Behaviour

Ethnicity boosts hard-working spirit in an organization. Boosting hard working in this context refers to increasing positive employee motivation towards job. Motivation is basically associated with the spirit of hard-working at work places. The arithmetic or descriptive analysis found that 12 participants (21%) out of 57 participants said that the ethnic background of an employee could increase the work

motivation of a person. More than half of the 12 participants (7) were female, with experiences ranging from one to more than 15 years. Five male respondents with one to three years of work experience made a similar argument.
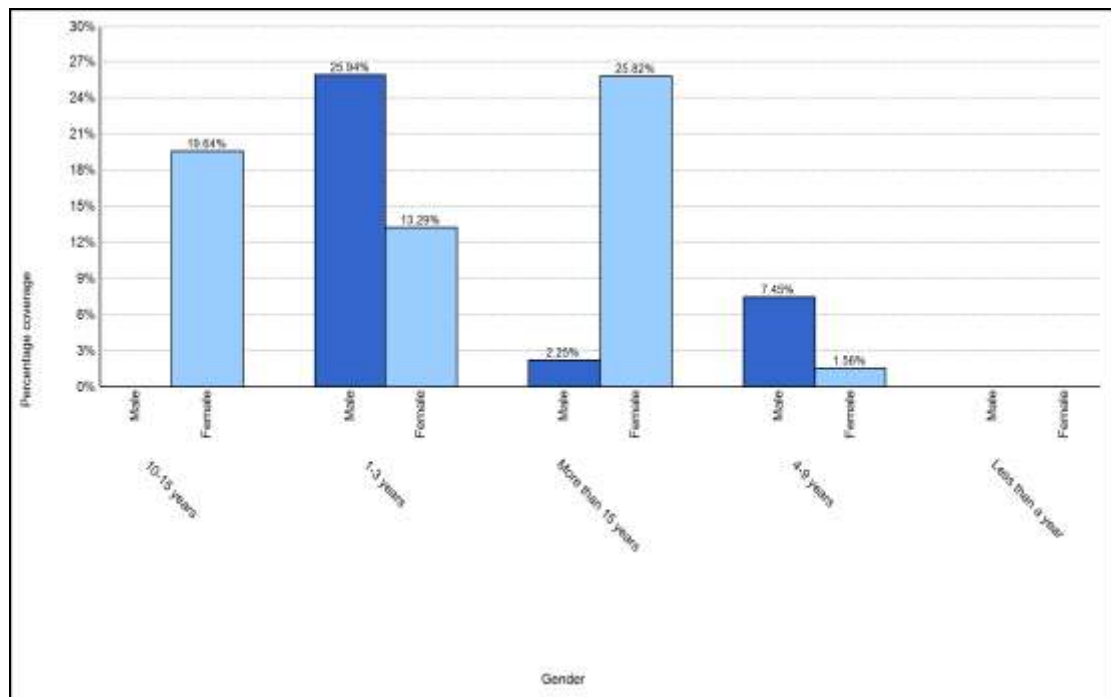
Figure 4.4: Boosting Hard Working Coding: Percent Coverage by Gender and Work Experience

The Figure 4.4 indicates percent coverage against gender and work experience of the study participants. The percentages indicate the amount of data coded in node boosting hard-working from different sex and work experiences. Percent coverage from female participants was high compared to male participants. It may be because the number of female participants (39) was higher than male participants (18). Some tribes in the country by nature are very hard-working people. Female participants (two out seven) with 10 to 15 years of working experience said that employees who come from these tribes would have that hard-working spirit. Therefore, their tribes influence their motivation in the organization. Similar observations were made by two out of five male participants with one to three years of experience.

CASE13, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15

years. Another participant said;

> "……..I come from a poor condition, but people hate to be dependent;
> hence they try to utilize their full strength to do casual works to make a
> living. Their condition was what made them to be motivated to do
> other works wherever available with a positive work motivation. They
> also respect the amount they earn. …." (Interview, *CASE13, Sex:*
> *Female, Age Group 30-39, Profession: Nurse*)

CASE3, Sex: Male, Age Group 30-39, Profession: Doctor, Experience 1-3 years

Another participant said;

> "……Some tribes are hard-working; some parents are hard-working
> and that influences their sibling to develop a sense of motivation at
> work from childhood. Motivation will continue to influence others to
> work in a similar work attitude…." (Interview, CASE3, Sex: Male,
> Age Group 30-39, Profession: Doctor, Experience 1-3 years).
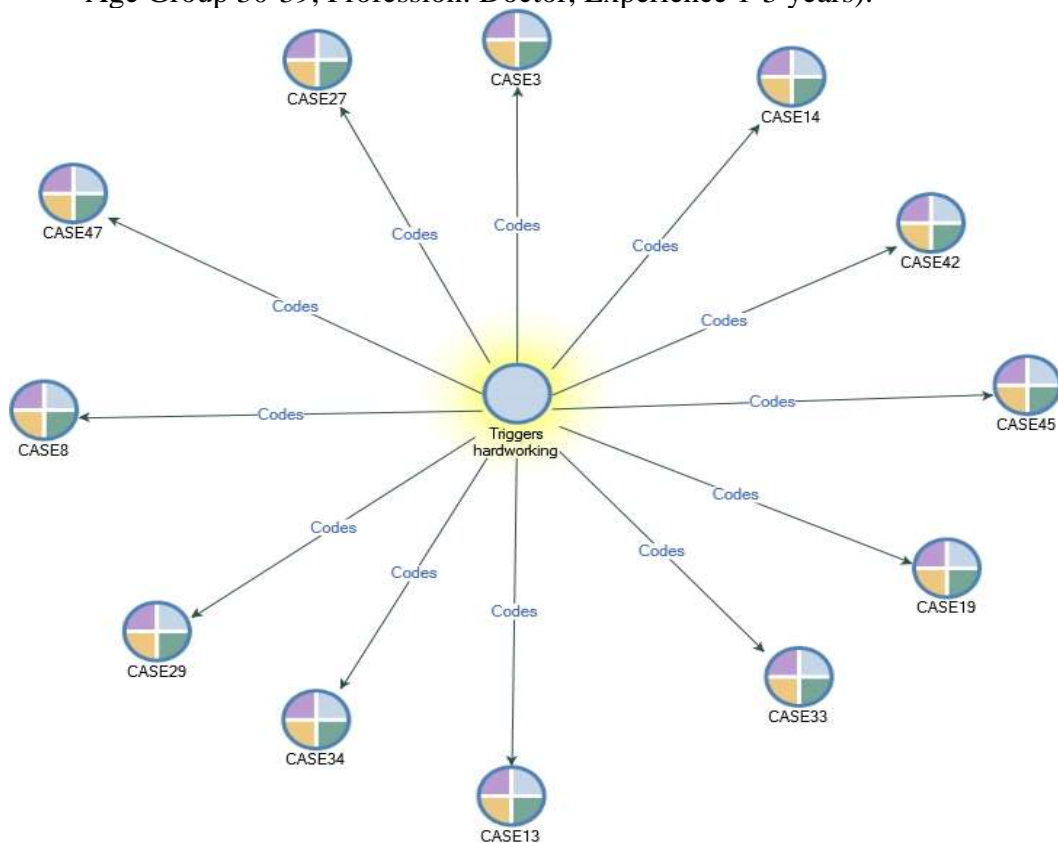
Figure 4.5: Explore Diagram for Triggers Hardworking

Figure 4.5 is an explore diagram that was produced with the aid of Nvivo 12 Plus,

the figure indicates both male and female cases whose ideas were coded in a

subtheme, *triggers hard work*. Implicitly, they associate an individual's work motivation and the ethnic background of the person. At the center of the diagram is a theme, and around it are the cases that show their unique numbers to identify them.

Ethnicity can determine the nature of management. Repeated reading of the dataset found that if the boss of the organization is coming from a strict and very hard-working ethnic group, that nature of strictness and hard-working will be reflected in his or her managerial positions. The manager will be very strict and, therefore, implicitly has an influence on employee's motivation. So, employees working under two different supervisors who are from unlike ethnic tribe can be differently motivated.

A study participant said,

> *"………..Employee ethnicity can affect employee motivation in various ways. For instance, a person working under an Indian employer, the employee will work entirely differently. It's because of the ethnicity or an Indian who is being strict…..."* (Interview, *CASE47, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

4.3.1.5 Ethnicity Ffacilitates Team Work Spirit

The theme *facilitating team spirit* was created to code all ideas from the entire dataset that speak about how ethnicity makes easy the existence of togetherness that improves employee's motivation in the organization. Twelve (12) out of 57 participants said ethnicity at the workplace facilitates the presence of team spirit, which in turn influences employee motivation positively. Out of the 12 participants, nine are female respondents. In other words, many female participants said that ethnicity could ease the development of teamwork in the organization.
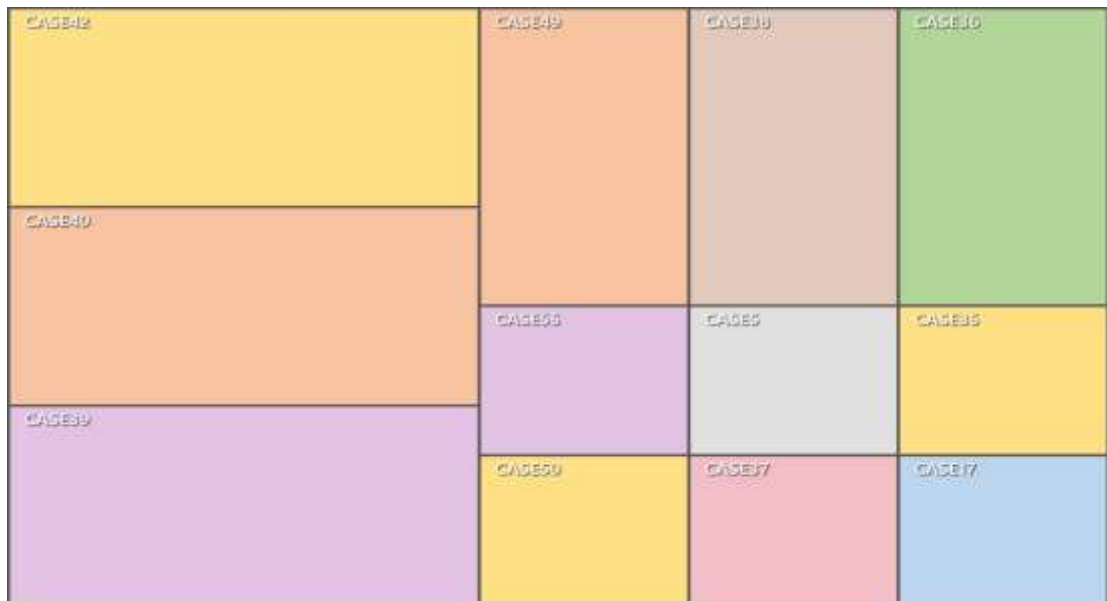
Figure 4.6: Hierarchy Chart of Files Coded at Facilitating Team Spirit 1

The hierarchy Figure 4.6 shows 12 participants whose ideas were coded in facilitating the team spirit theme. The larger the size of the rectangular boxes, the higher the contribution of the participants on explaining the link between ethnicity, team spirit and motivation as would be explained in the following paragraph. Furthermore, the dimensions of the rectangular shapes decrease from left to right, which shows that cases on the left-hand side of the diagram talked more about how ethnicity facilitates team spirit, which influences employee's motivation.

Several reasons were provided about the link between ethnicity and facilitating team spirit. Some of them are culture and language, socialization, identity, the feeling of connectedness, and adherence to instructions. Culture and language were observed as the features of the ethnic grouping, which can positively facilitate team spirit in the workplace. As employees came from the same ethnic background, they could speak the same native language and shared the same cultural values had a more sound perception of team work spirit as a means of showing their commonalities. In

addition, ethnicity was found to influence team spirit through promoting and facilitating employees' mutual understandings and togetherness at workplace and outside the workplace.

On the other hand, in a situation where employees came from different ethnic grouping, language, and cultural values, team spirit could not be highly promoted and created a barrier for them to work together in a more natural way than be forced by the existing circumstances. It is because there is no sharing of the native language and cultural values employees in some aspects parted ways in understandings, team spirit and perception of motivation.

A study participant said,

> "…….*Because the language and cultures were different team spirit and understandings in several cases became difficult and ruined motivation…..*" (Interview, *CASE37, Sex: Female, Age Group 50-99, Profession: Nurse, Experience: More than 15 years*)

The following study participant had similar views,

> "*……They feel motivated because they talk and present their feelings and idea tighter, and they can understand each other more closely….*" (Interview, *CASE42, Sex: Male, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

Socialization is one of the reasons given by both female study participants (4 out of 9) in justifying the link between facilitating team spirit and consequently improving employee motivation. The study found out that people from the same ethnic group can quickly come together for socialization. Implicitly, it is in the socialization process where work teams are formed among the members of the same ethnic group. The work teams formed through socialization inspires work motivation amongst its members at workplace. In addition, the formulated work teams were found to create

a bond that continued even outside the workplace and hence influence employee motivation positively.

A study participant said,

> *"……Because they socialize and work as a team they become more motivated…."* (Interview, *CASE40, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*)

Some employees use ethnicity as an identity. The study found out that identifying himself or herself as a member of a particular tribe increases the desire to work together as a team and it creates comfortability. It is because the group shares the same cultural experience that they extend it to the work environment.

A study participant said,

> *"……It helps individual awareness to identify themselves as a member of the group…."* (Interview, *CASE40, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

Connectedness is another reason that justifies the association between ethnicity and facilitating team spirit. The study found out that individual employees who belong to the same ethnic group feel more connected. The connectedness brings more joy and feels more willing to work as a team in the organization. By doing so implicitly, connectedness influences workers' motivation in public health sector in Dar es Salaam region.

The following excerpt justifies:

> *"……Feeling of being connected to others is what makes employees motivated. Because being accepted and connected to others make someone happy and works better…."* (Interview, *CASE49, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 16 years*).
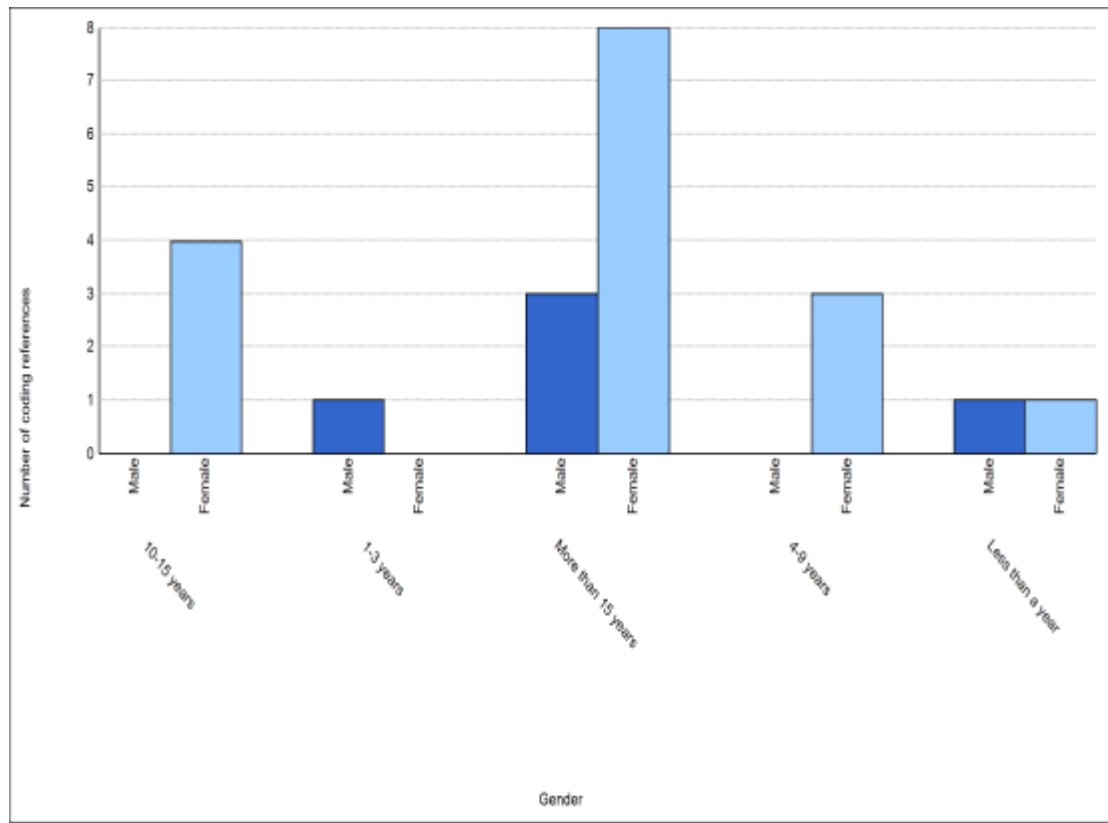
Figure 4.7: Facilitating Team Spirit, Coding References by Case: Gender and Working Experience

Facilitation of the team spirit was also associated with the power of sharing ideas, teaching and learning possibilities among members of the same ethnic group. The study found out that as people of the same ethnic group can quickly come together, they cooperate, share ideas about everyday work, and teach among themselves. Employees get the feeling that they share common ethnic values and consequently feel open to share ideas with other work mates who in turn stimulate employee motivation at workplace and beyond.

A study participant said.

> "…..*Ethnicity influences employee motivation in such a way when they work with the same ethnic group; they feel motivated as they can share ideas and teach each other…*" (Interview, *CASE42, Sex: Male, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*)

Another study participant said;

> "…. The more the same people of the same ethnicity/ background work together, they more they seem to collaborate well…" (Interview, *CASE38, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years*).
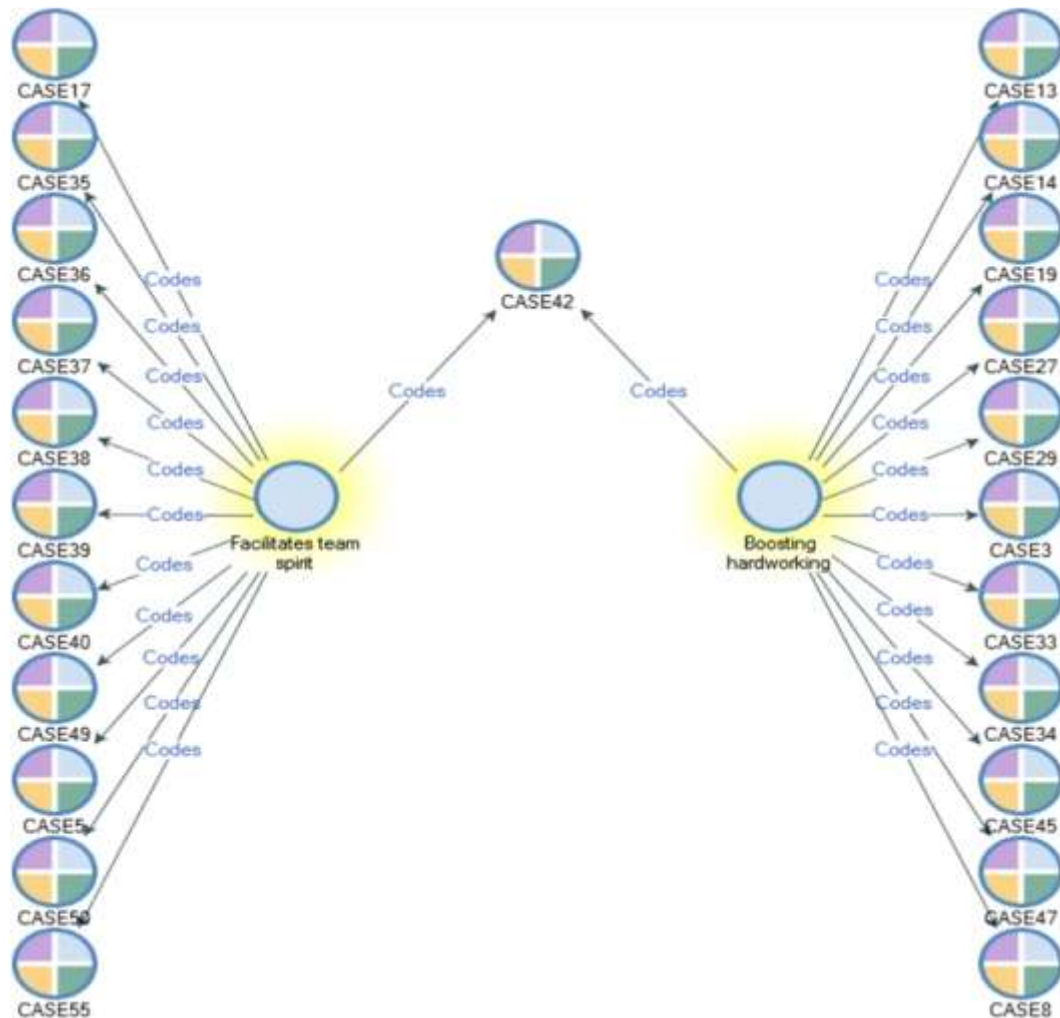
Figure 4.8: Comparison Diagram Facilitate Team Spirit and Boosting Hardworking

4.3.1.6 Ethnicity Iinfluences Career Development

Ethnic background can have a positive influence on career development. The study found out that 10 out of 57 participants said that ethic background influences career development which later influences employee motivation. Out of the 10 participants who talked about career influence, five of them were male with working experiences

between one to 15 years, and the other five participants were female with one year to more than 15 years of working in the health industry in the country.
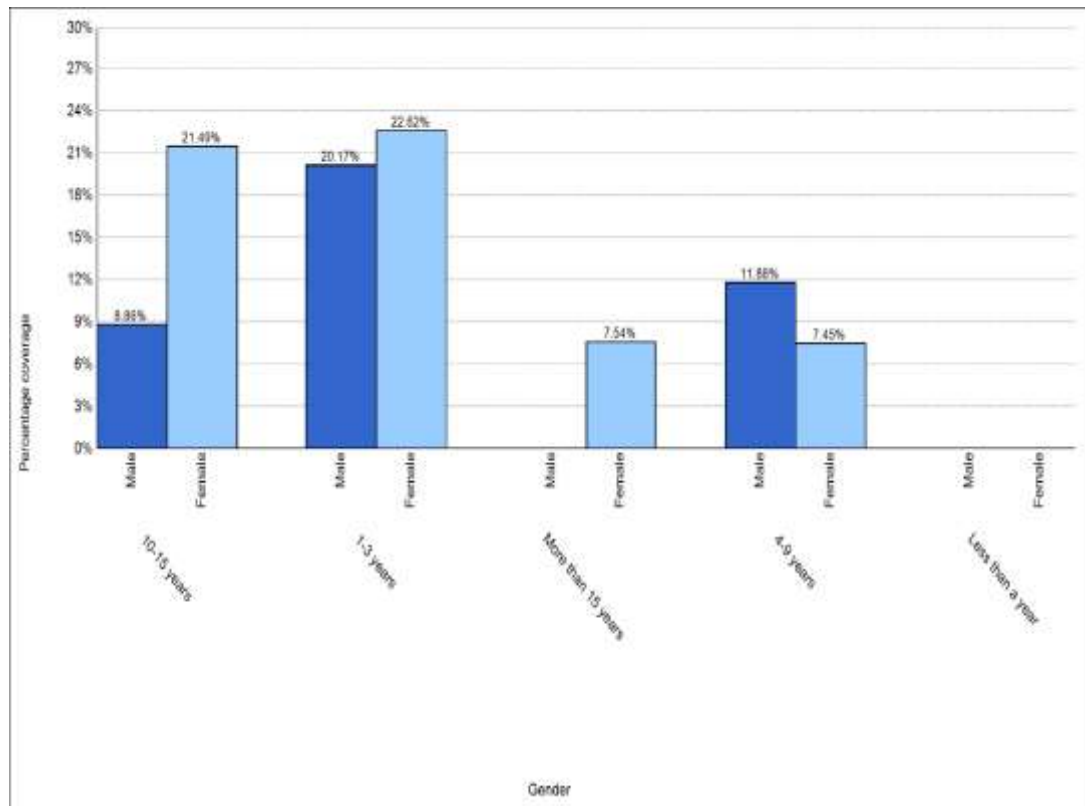
Figure 4.9: Influencing Career: Coding Percentage Coverage by Gender and Work Experience

The Figure 4.9 shows percent coverage of the data coded in ethnic background influence on career development and later employee motivation against gender (sex) and work experience. The percentages indicate the amount of data coded from different participants. It shows female participants with 10 to 15 years, and those with one to three years talked more about ethnicity and career influence.

Though the number of males and women who talked about career influence is the same, female participants seemed to talk more about the association between ethnicity and career development in influencing motivation. 59.1 percent of the ideas

regarding ethnicity and career influence were from female participants. Implicitly, it can be argued that female participants agree that ethnicity influences motivation to employee's desire for career development. Repeated reading of the interview transcripts found the following reasons that support the connection between ethnicity and career development: tribe economic activities and members' interests and parents' career interests.

Tribe economic activities are among the ingredients that shape the society and its members. Thematic analysis of the dataset found out that certain tribes are good in certain activities than others. These career, skills, and hard-working spirit are copied by young members of that group who then pass them down to their children. In case members from the hard-working group are hired as doctors or nurses are likely that their ethnicity will influence their career development and motivation.

A study participant said.

> "…..*Some ethnic groups are applauded because of hard-working and efficiency in working. They are not forced to work, and they don't need close supervision. They are simply motivated to work….*" (Interview, *CASE19, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years*)

The following study participants had similar observations that:

> "…..Sometimes people choose a certain kind of work because of their background experiences….." (Interview, Case 4. *Sex: Male, Age Group 30-39, Profession: Clinical officer, Experience 4-9 years*).

> "……..*My tribe members are interested in dancing, playing "bao" and helping others….*" (Interview, *CASE16, Sex: Male, Age Group 30-39, Profession: Clinical officer, Experience 4-9 years*).

Similarly, parents' or relatives' career interest influence their children to follow the same career development. Children may become interested in being a nurse just because his or her mother or a relative was a nurse. They might follow the same root of career development.

A study participant said,

> *".....Sometimes people choose a certain kind of work because of their background experiences. I became interested to become a doctor because both my father and aunt were doctors...."* (Interview, CASE4, Sex: Male, Age Group 40-49, Profession: Doctor, Experience 10-15 years).
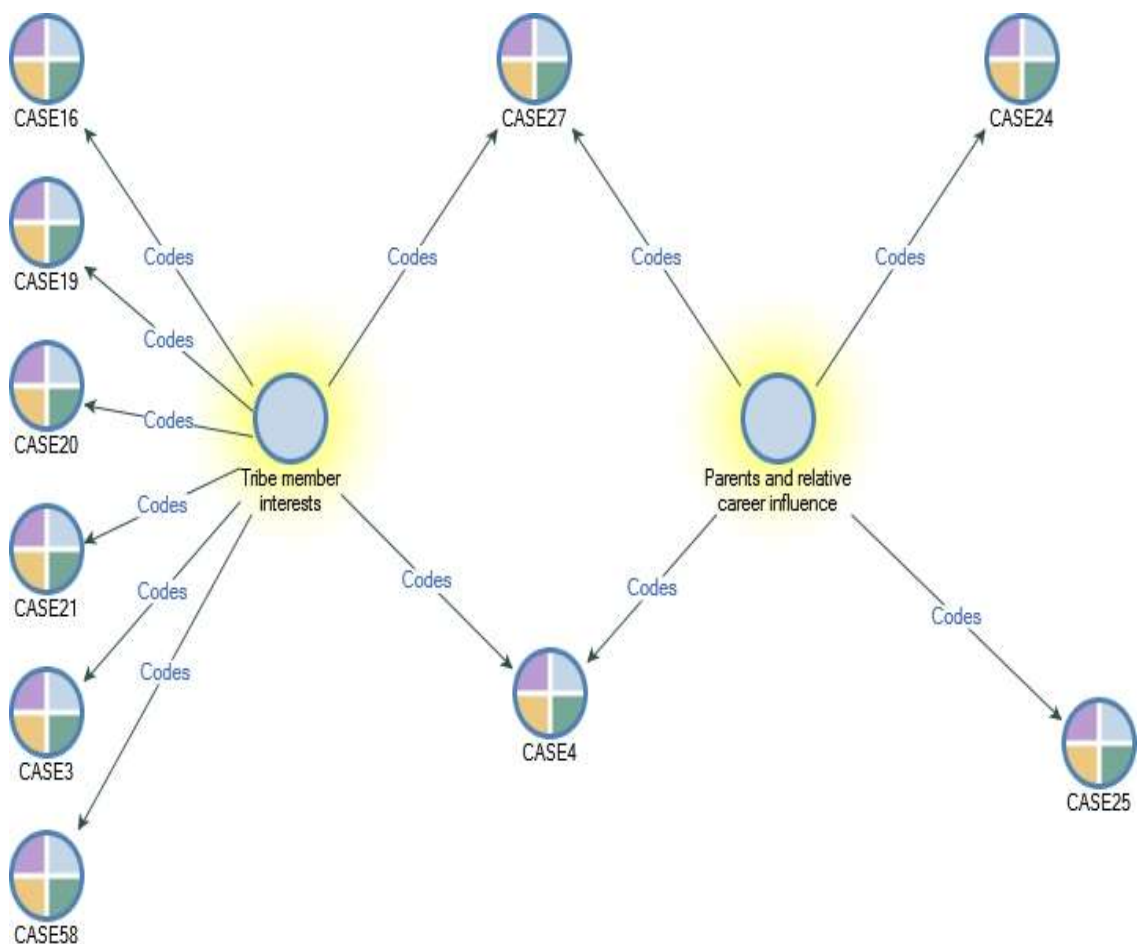
Figure 4.10: Comparison Diagram between Tribe Member Interest and Parents and Relative Career Influence

Figure 4.10 displays a comparison diagram that shows the two themes tribe member interest and parents and relatives' career influence. Tribe member interest coded data from eight cases, while parents and relatives' career influence coded data from four cases. Furthermore, the figure also shows that Case 27 and Case 4 talk about tribe member interest and parents' and relatives' career influence. Impliedly, ethnic members' interest had an important role in shaping employees preference of a career. Where more ethnic members preferred to work in health sector then most of its members would be influenced to join the career and would develop positive motivation to work in that career.

In addition, parents and relatives were found to have influence on their children's' future career and motivation. Where parents and relatives demonstrated a positive motivation to their careers before the children, it was more likely that the children would follow the footstep to join the career and become motivated to work in that career for their future life.

4.3.1.7 Negative Influence

As discussed earlier, there is both positive and negative influence of ethnicity on employee motivation. The previous section presented the findings of a positive impact. This section is dedicated to a negative impact. Thirteen participants 22% out of 57 talked about the link between ethnicity and tribalism in the organization. Nine out of 13 participants were females. Five out of the nine females have working experience between 10 to 15 years, and two other females had more than 15 years of working experience with public health sector in Tanzania. Furthermore, two more females had experienced between four to 10 years.
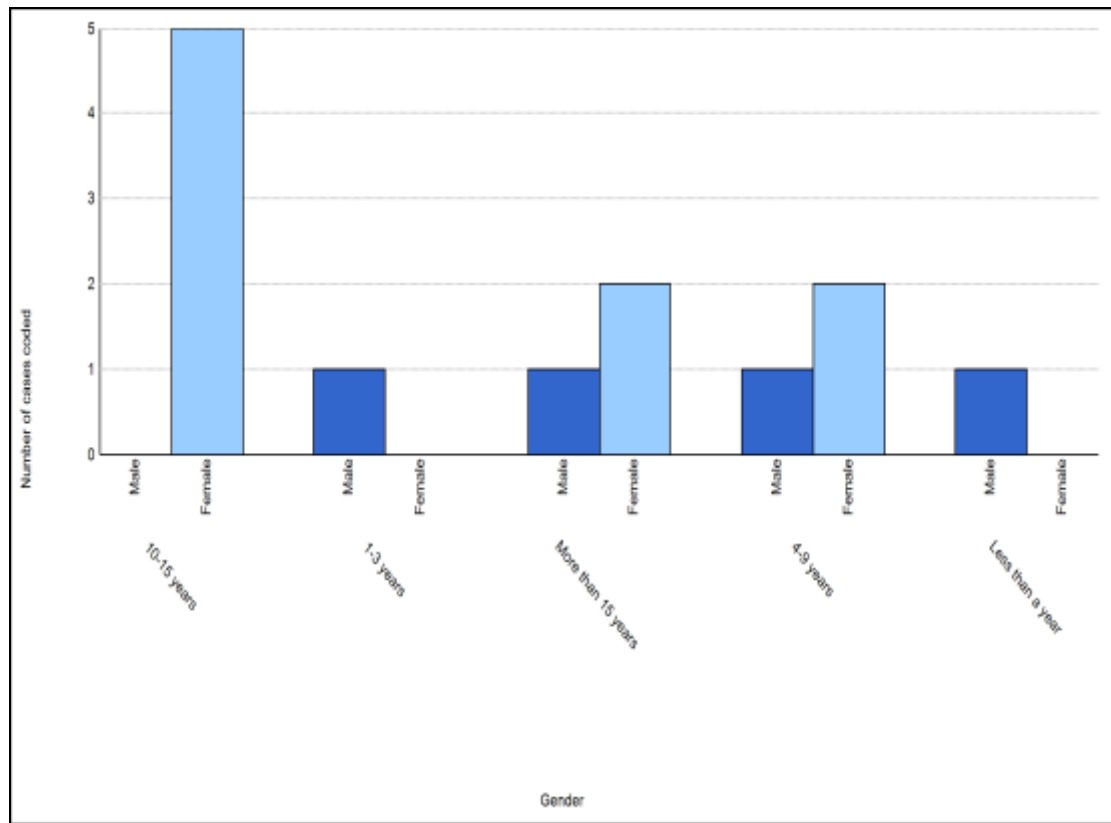
Figure 4.11: Negative Motivation, Cases Coded by Gender and Work Experience
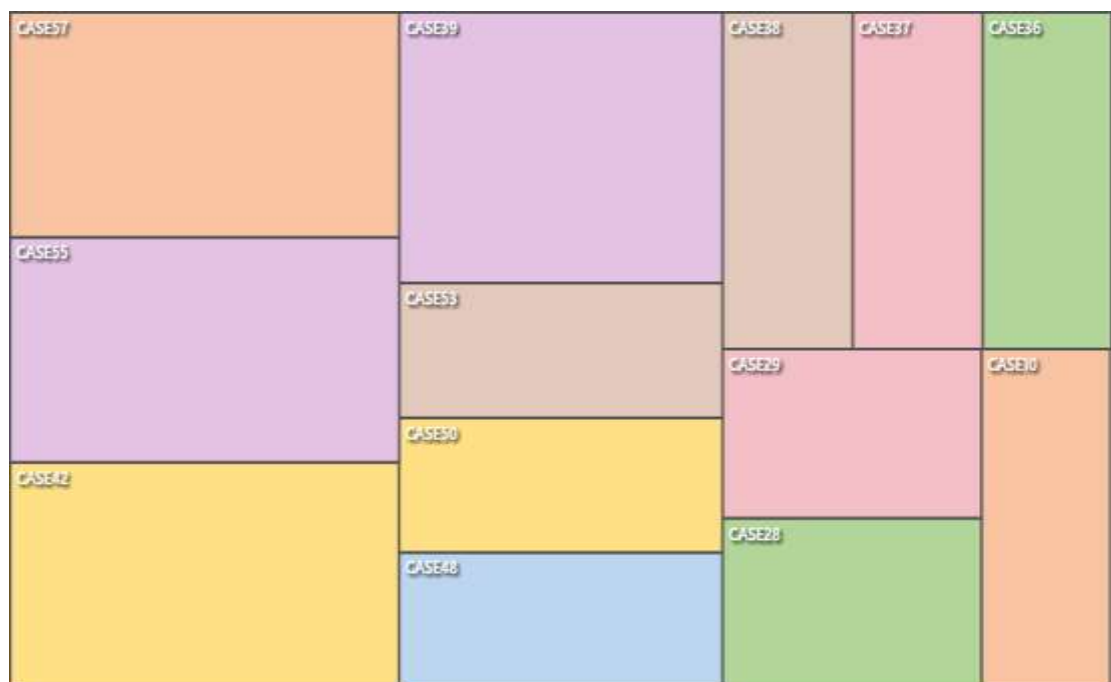
Figure 4.12: Hierarchy Chart of Files Coded at Negative Motivation

The hierarchy Figure 4.12 shows the number of files coded at negative motivation. The files are presented in rectangular boxes of different sizes. The larger the box, the higher the frequency and the size of the boxes decrease from left to right. The files on the left boxes have higher coding frequencies than those on the right side.

The nine women talked more about tribalism than male participants, as shown in Figure 4.13. The study found that ethnicity is likely to result in tribalism as employees of the same ethnic group identify themselves and create a cultural connection. Slowly, corrupt practices linked to tribalism will emerge in the organization that will help jeopardies employees' motivation. These unethical practices are nepotism and regulation violations, which are explained more below.
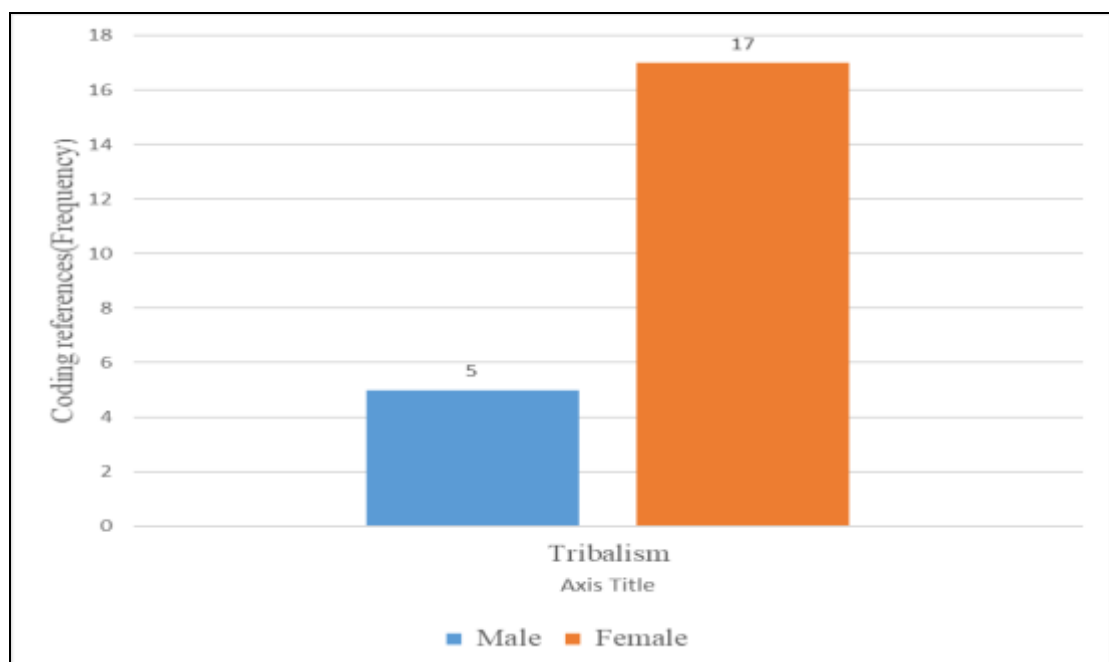
Figure 4.13: Negative Influence of Ethnicity (Tribalism)

The Figure 4.12 shows that there more absolute coding references (frequencies 17) from female participants than from male participants (frequencies 5) who linked ethnicity and tribalism, which negatively affects employee motivation.

Nepotism is the practice among those with power or influence of favouring relatives, friends, or people of the same ethnic group, particularly by giving favours. The study found out that there is a chance that those in the management may favour only employees who are coming from the same ethnic group as the manager. By supporting his or her tribe members, the other employees feel uncomfortable to work in that kind of environment. Their work morale and work motivation will be at risk.

A study participant said:

> "…..*There are tribes where the boss will favour employees from his or her tribe….*". (Interview, *CASE28, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years*). Another participant made a similar statement

> *"….If the boss is from a certain tribe, he or she will favour his or her fellow tribesmen employees…..* (Interview, CASE21, Sex: Male, Age Group 30-39, Profession: Nurse, Experience 4-9 years)

Ordinary employees also practice nepotism. It is in the form of giving excellent services to clients of the same tribe and giving a low level of service to clients who are not coming from the same ethnic grouping. Implicitly, the practice will lower the credibility of the organization and lower other employees' motivation and affect the delivery of service to clients.

A study participant said:

> "…… It is because when you attend a client of your tribe, you feel better. After all, it is like your relative….." (Interview, CASE53, *Sex: Male, Age Group 20-29, Profession: Intern midwife, Experience: Less than a year*).

Violation of regulations refers to an act of not following and adhering to set norms and laws. The study found out that tribalism may create a group of people who

belong to the same tribe as the boss. Since the group is favoured, they might not follow the rules as they feel that the boss is on their side, and no stiff punishment will be made to them by not adhering to the laws. Explicitly, the violation of rules by some employees will negatively affect the work motivation of other staff members.

A study participant had an opinion that:

> "….The tribalization at work will make the employee not to follow the regulations at work…" (Interview, *CASE38, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years*)

4.3.1.8 Insignificant or no Motivation

Ethnicity has very little influence on employee motivation. Five out of 57 participants said that its contribution is minor in such a way it does affect very little employee motivation, and consequently, it has no impact on work performance. The new generation has very little connection to their tribe background. The young age is no longer living in societies where a single tribe is dominating. People live in an environment in which they have no direct physical contact with their ethnic group members.

A study participant commented that:

> "……A tribe is not an issue in the modern world. Many people live with different people from different ethnic backgrounds…." (Interview, *CASE11, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years*).

Therefore, tacitly, living with different people with dissimilar ethnic origin, has watered down the idea that ethnicity influence employee motivation. However, the results show that tribe alone is not a factor for an employee to be motivated at the organization like hospitals.

A study participant said:

> *"..... It is minor, for instance, Makonde, Wahehe and Wanyakyusa; because a tribe alone does not make a person to be motivated...".* (Interview, *CASE12, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years*).

Below is an explore diagram that visualizes the five cases that code data at the insignificant theme.
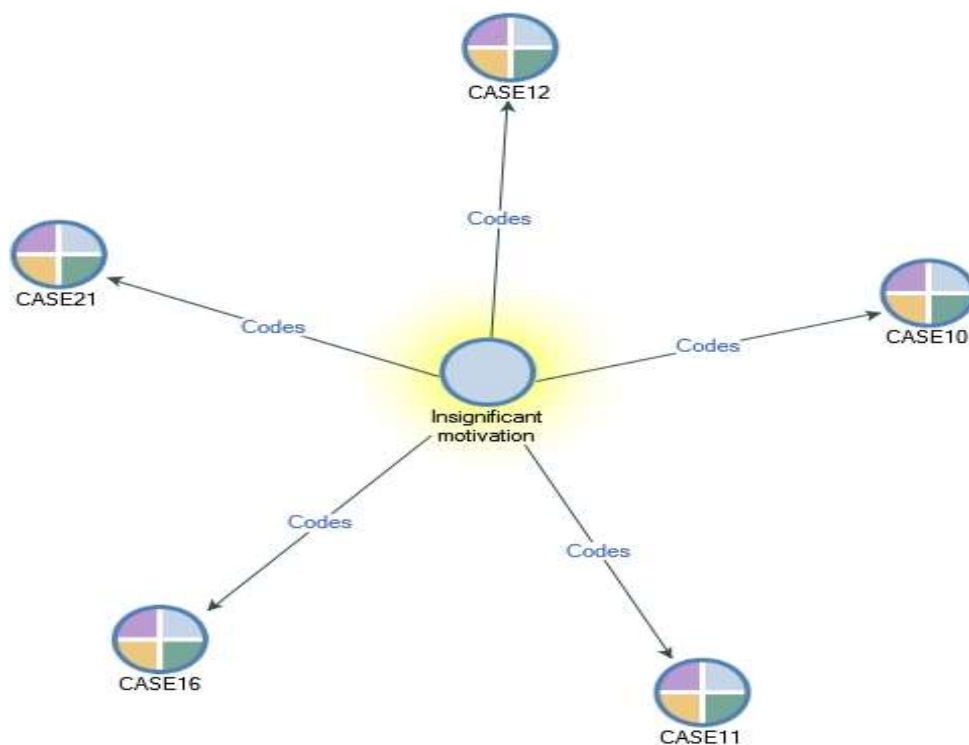
Figure 4.14: Explore Diagram for Insignificant Motivation

On the other hand, ethnicity does not influence employee motivation at all. Nine out of 57 participants said that some one's tribe does not alter the employee's motivation.

One participant said:

> *"....No, everybody is required to work; the tribe of the person does not matter..."* (Interview, CASE22, Sex: Male, Age Group 20-29, Profession: Nurse, Experience 1-3 years)

Similar observations were made by other study participants as follows; "…….*No tribe does not motivate anything*…." *(Interview, CASE44, Sex: Female, Age Group*

30-39, Profession: Doctor, Experience 4-9 years)

"…..*It does not influence employee motivation*…." (Interview, *CASE48, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 10-15 years*)

This above part presented findings for research objective one, which was to explore how ethnicity influences employees' motivation. The study found out ethnicity has both positive and negative influences on employee motivation. It was also found out that ethnicity has no or insignificant employee motivation. However, this study argues that ethnic background can influence employee motivation as many of the study participants believed so. The next section presents results for research objective two, which is how religion affects employees' motivation in hospitals in Dar es Salaam.

4.4 Customs, Values and Employee Motivation

The above section explored, interpreted, and presented findings for research objective one. In the next part, results for research objective two, which is how do customs and values influence employee motivation in public health sector in Dar es Salaam are documented. The objective was answered by developing codes for customs and values that indicated how the two-influence employee motivation.

So the first part of this section addresses themes relating to customs, which are a concern for others, expression of appreciation, improves good cooperation, and finally, individual achievement.
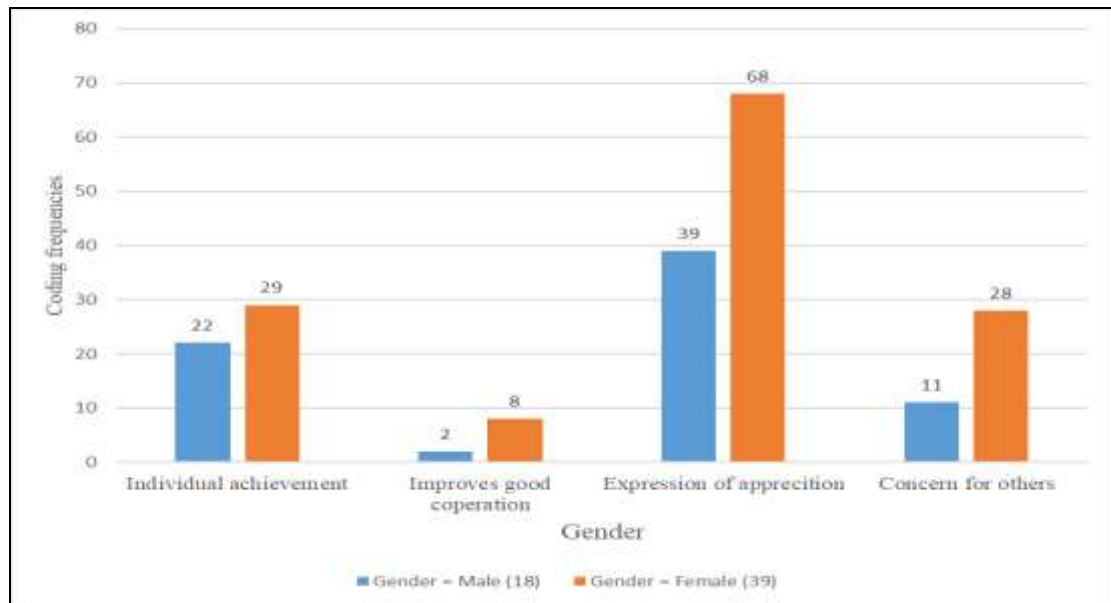
Figure 4.15: Custom and Motivation

4.5 Customs and Employee Motivation

4.5.1 Concern for Others

Concern for others refers to empathizing; it is about understanding how someone feels about others in relation to what ought to be human rather than regulations or rules governing the workplace. In this study, it is about knowing how employees feel in the organization and how this understanding influences employees' motivation. The numeric analysis shows that 24 out of 57 participants said that concerns for others could influence employee's motivation. Sixteen (16) out of 24 cases were females, and eight were males. Interestingly, five out of the 16 were females with 10 to 15 years of experience, six with more than 15 years, and five others had four to nine years of working experience. Similarly, two male participants had 10 to 15 years, one participant had more than 15 years of experience, four others had one to three years of experience, three had four to nine, and one had less than one year of experience.

The concern for others is categorized into the following subthemes: increasing work morale, recognition and peace of mind, and showing love for others.
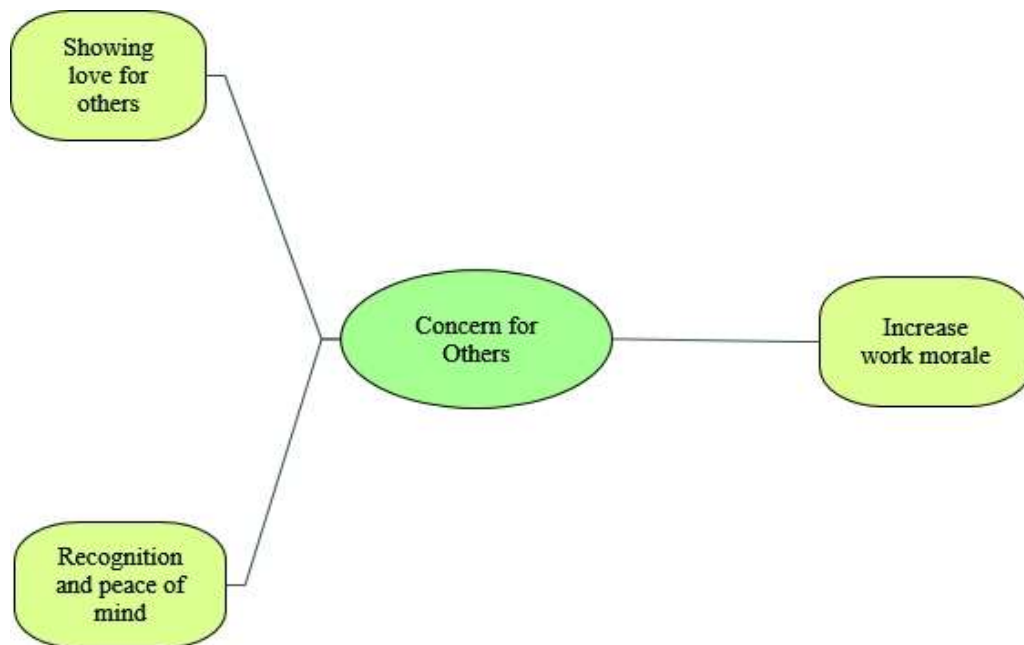
Figure 4.16: A Mind Map for Concern for Others and its Associate's Sub Themes

4.5.2 Increasing Work Morale

Work morale refers to the extent of happiness felt by an individual or several persons who are working together and how this happiness influences work motivation. The thematic analysis found out that concern for others increases employee' work morale in several ways:

Concern for others was interpreted as taking care of others, which brings more joy and the desire to work hard, taking care of the employee influences employee's motivation. Implicitly, it is an indication of love by the management to its staff or by staff to other employees in the organization. It can also include the management taking all precautions like providing the necessary equipment in protecting them.

A study participant said:

> *".....If the employer/Supervisor is involved in the affairs of his/her employees will create an environment that will cause them to work more since the person above them cares for their wellbeing...."* (Interview, CASE4, Sex: Male, Age Group 40-49, Profession: Doctor, Experience 10-15 years).

Besides taking care, concern for others was also interpreted in the form of monetary value. If the management is concerned with its workers, it should take into account their payments. As employees are paid what they are supposed to be paid, it influences their motivation to work more. In case employees are not paid their rights, it will decrease work morale. It means that it will affect the delivery of health services and automatically affect people's health and wellbeing.

A study participant said:

> *"......Concern for others motivates a lot of employees, particularly in payments, which is an employees' right..."* (Interview, CASE12, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years).

It eliminates the feeling of despair and the raises more hope that increases employee morale. The study found out that if the management is honestly concerned with their employees, it touches the heart of an individual, and the person feels more valued. Interestingly, the person senses his/her contributions in the workplace are noticed. In this way, it can repair all elements of the feeling of unhappiness that demoralize them and rejuvenate the mood of being motivated and hard working. A study participant said, "at last hard-working increases, the feeling of despaired goes away."CASE14, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years. Another study participant said,

> *"......I get the strength of doing a similar job or another work nicely and efficiently...."* (Interview, CASE16, Sex: Male, Age Group 30-39, Profession: Clinical officer, Experience 4-9 years).

Similar observations were made by another respondent,

> *".....It is true, concern for others motivate employees to work,....."*
> (Interview, *CASE24, Sex: Female, Age Group 40-49, Profession: Nurse,*
> *Experience: More than 15 years)*

> *"......Because of nature, we, humans, like to hear good things about us*
> *spoken by other people than hearing the wrong words spoken about*
> *us..."* (Interview, *CASE34, Sex: Male, Age Group 20-29, Profession:*
> *Health Manager, Experience 1-3 years).*

Another participant said;

> *".......Concern for others influences employee motivation because the*
> *employee feels that others and management appreciate her/his work..."*
> (Interview, *CASE42, Sex: Male, Age Group 50-59, Profession: Nurse,*
> *Experience: More than 15 years)*

Furthermore, concern for others was also deciphered in the form of giving good marks in the performance evaluation process. It meant that the management should honour hard-working employees by giving them the desired grades. This process is an act of being concerned for others, and it results in increasing individual morale and happiness. All these would influence personal motivation in working.

> *".....For example, if an employee is hard-working and the person is*
> *given good marks in the appraisal, the person will indeed continue to do*
> *better to maintain holding the position..."* (Interview, *CASE15, Sex:*
> *Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years.)*

4.5.3 Increase Peace of Mind

Concerns for others can bring peace of mind to employees in several ways. Firstly, it reduces complaints and works stress. Stress is about anxiety; it is worrying about doing something. Thematic analysis of the dataset revealed that if there is a concern for others in the organization by the management and other workers, it assists in reducing stress and removing more worries. The reduction of stress creates peace of mind of an individual, which can help the person to work efficiently, particularly in providing health care services that need attention to detail.

A study participant said,

> *".....It gives hope, does not cause despair and stress. It brings peace, and at the end of the day, hard-working increases...,"* (Interview, CASE13, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years.)

Another participant noted that,

> *".......If your fellow employee is concerned with you, it brings hope, it brings peace of mind,...."* (Interview, CASE14, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years).

Covertly, an employee who is stress-free at the workplace is more motivated to work hard. Secondly, listening and valuing workers is a form of recognizing and accepting their views and suggestions about the everyday operation of the organization. In turn, it portrays a feeling that they have something to contribute to the organization's wellbeing as their thoughts are seen important. In so doing, employees are motivated to work hard.

> *".....I will work peacefully and happily if he/she listens. If he/she does not value others can cause them to suffer because a person wants to hear, mainly when there is a problem...."*(Interview, CASE24, Sex: Female, Age Group 40-49, Profession: Nurse, Experience: More than 15 years).

This is also confirmed in the following quotation, "*.....Because employees will be seen, they are vital by their employees....*" (Interview, Case 36 *Sex: Female, Age Group 40-49, Profession: Nurse, Experience: More than 15 years*.)

Thirdly, involving employees in the organization is a kind of recognition that was also mentioned by study participants. The involvement could be in different forms, such as how to perform a particular task or even in making decisions. It is an act that indirectly tells the involved persons that they are excellent, and the people are part of the team; in so doing, they make the hospital realize its mission and vision.

Therefore, involvement influences an employee's motivation in performing their everyday tasks.

A study participants said;

> *".....When you are involved in works, you feel good. The employee will feel to be important at the working place...."* (Interview, CASE37, Sex: Female, Age Group 50-99, Profession: Nurse, Experience: More than 15 years).

Another participant said,

> *".......By involving them in different things and share positive ideas and negative to change and get improvement...."* (Interview, CASE38, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years)

Fourthly, acceptance of employee's efforts and services. The research found out that accepting efforts and services done by employees add value to them. Tacitly, it is a kind of communicating positive feedback between the employers and employees. It will show them that they are in the right direction and therefore they should continue offering the services. In turn, it influences employees' motivation.

A study participant said:

> *".......It is because an employee feels that his/her supervisor accepts his/her efforts and services...."* (Interview, CASE57, Sex: Female, Age Group 30-39, Profession: Nurse, Experience10-15 years)

4.5.4 Showing Love for Others

Concern for others is one way of expressing love to other employees in the organization. It is like you are telling them you care about their wellbeing. The study found out that showing appreciation can result in the following benefits: firstly, it creates a good relationship between the management and the employees. As managers are more concerned for their employees indirectly, it creates a special bond

between them. The link can help the management in running the organization by getting more support from its employees.

> *"..... So, it increases good relationship, and therefore, it increases work efficiency...."* (Interview, *CASE11, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years*).

Secondly, showing love for others is about listening and engaging in employees' problems and challenges. As human beings, employees face several difficulties and tragedies in life. Although the challenges are personal, they will have considerable implications in employees' motivation and work performance. Thus, the supervisors need to listen and show love to staff who are facing problems. The love shown by the management during bad situations will help employees feel that the administration is being involved or pay attention in their issues so they will be more motivated to work hard in the future.

A study participant said,

> *"......Supervisors who listen and solve challenges of employees motivate the subordinates to work better...."* (Interview, *CASE2, Sex: Female, Age Group 40-49, Profession: Doctor, Experience: More than 15 years.*)

Another participant said,

> *"......It is where supervisors listen to employees' problems; the act will influence workers to love their work... It is when an employee asks permission from the boss, and he/she is allowed to attend his/her sick child. It will help the employee to be ready to volunteer in case there will be deficits of workers....."* (Interview, *CASE21, Sex: Male, Age Group 30-39, Profession: Nurse, Experience 4-9 years*)

Another participant added that,

> *"......If the supervisor is involved in the affairs of his/her employees will create an environment that will cause them to work more since the person above them cares for their wellbeing. The supervisors are eager to know employees' problems and helping to solve them....."* (Interview, *CASE4, Sex: Male, Age Group 40-49, Profession: Doctor, Experience 10-15 years*).

Thirdly, working as doctor or health personnel requires one to demonstrate concern for others and showing love to patients. The love needs to extend to hospitals' clients in the form of taking the trouble to find appropriate medication, counseling, and educating patients on issues relating to diseases. Furthermore, the love and concern for others will help the employee to find a better cure for saving patients' lives. By so doing, it influences employee's motivation.

A study participant said,

> *".....Working in an organization or a specific sector, especially for health sectors, you should have concern for others; that's why you become a doctor or nurse to save others....."* (Interview, *CASE47, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

4.5.5 Expression of Appreciation

Expression of appreciation is an act showing thankfulness and admitting the usefulness of what is done by others in the organizations. The study explored how the expression of appreciation influences employee motivation. The arithmetic analysis shows that 45 out of 57 participants talked about the power of appreciation in motivating employees. Twenty-nine (29) out of 45 participants were female, and 16 were males.

Eight (8) females had a working experience of more than 15 years in the health sector, six other females had 10 to 15 years of experience, and nine had four to nine years of experience. The experience of other females was between one to three years and below one year. For male participants: two had more than 15 years of experience, two others had 10 to 15 years, and three had between four to nine years as shown on the Figure 4.17.
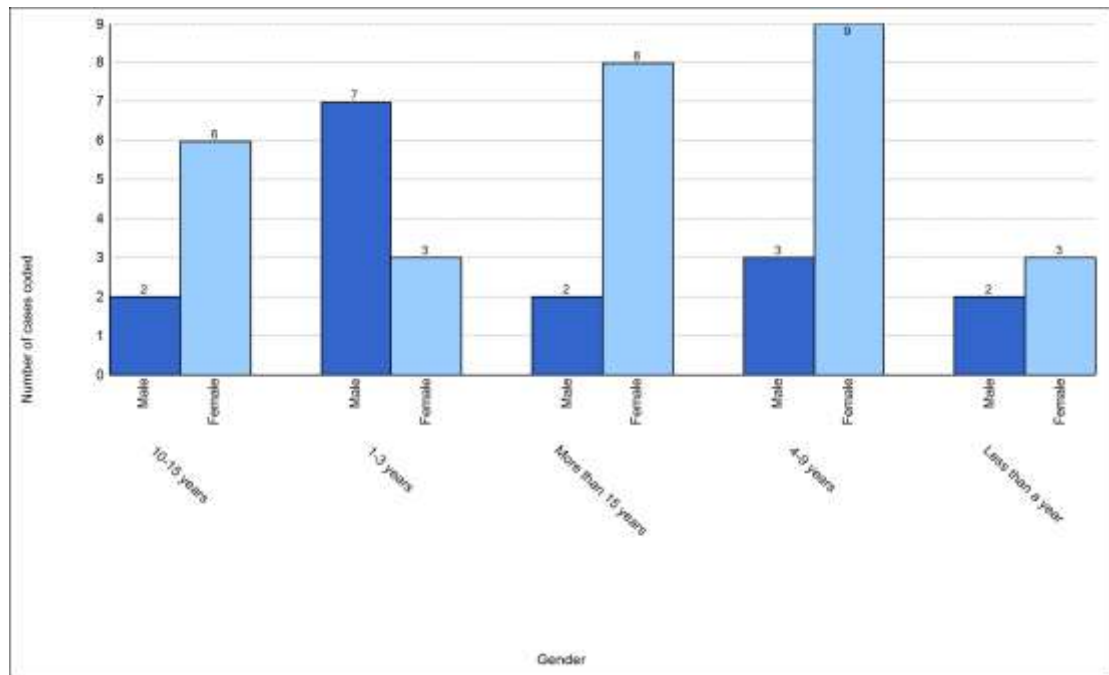
Figure 4.17: Expression of Appreciation – Number of Cases Coded by Gender and Work Experience

The views about how the expression of appreciation can influence employees' motivation were centered mainly on four issues with their coding frequencies in brackets: positive feedback (49), increase willingness and desire to work (35), improves work performance (39), feel valued and recognized (42) and no relationship (4).
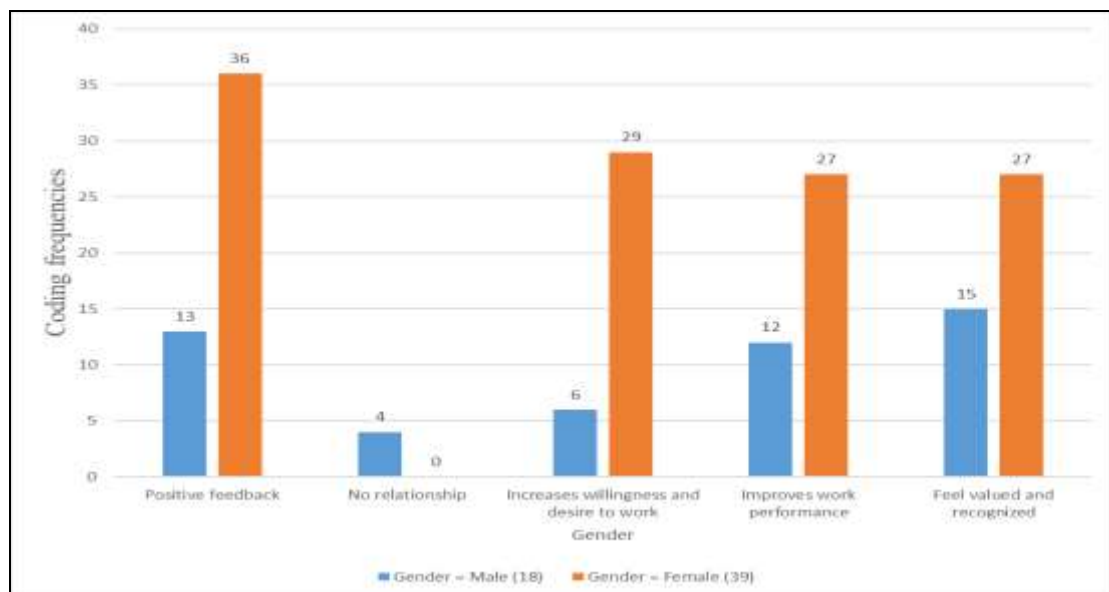
Figure 4.18: Express of Appreciation – Coding Frequencies by Gender; Male and Female

4.5.6 Positive Feedback

Feedback referred to the transmission of evaluative information about an action, event, or process to the controlling source, who are the employees. Numeric analysis of the dataset found out that positive feedback was the primary factor that influences employee motivation, which is associated with the expression of appreciation. Its coding frequencies were 49 from 31 out of 57 participants. Twenty-two of 31 participants were females, and nine were males. Female cases had higher coding frequencies than male participants, as shown in Figure 4.19.

Positive feedback was associated with many factors that contribute to influencing employees' motivation. Firstly, feedback is a kind of reflection and evaluation. It is seeing yourself through the eyes of clients and supervisors. It is telling the employee how excellent was the service he/she offered. By doing that, it motivates the worker to work hard and improve the quality of the services.

> *"......Appreciation indeed motivates at the workplace. As my boss appreciates what I do as a civil servant, I will be more motivated to work hard tomorrow. If I provide services to a sick person, and the person is cured, I feel motivated to continue working hard....."* (Interview, *CASE24, Sex: Female, Age Group 40-49, Profession: Nurse, Experience: More than 15 years*).

Another participant said,

> *".......If I don't get the appreciation, it tells the person that he/she is not doing well....."* (Interview, *CASE17, Sex: Male, Age Group 30-39, Profession: Other, Experience 1-3 years*).

Secondly, in Tanzania culture, the Swahili word *Asante* is a compelling and effective way of expressing appreciation. In English, it means thank you. It is a kind

of positive feedback of appreciating. By just saying *Asante*, it stimulates joy and happiness on the part of the employee who will be motivated to continue doing well in his/her everyday activities at the hospital. In other words, the employee will show more effort after realizing that what they do is seen by the management.

> *".....It is because the word Asante gives energy an employee to work hard and do more tasks at the organization...."* (Interview, *CASE12, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years).*

Another participant said,

> *"......Good words make people work hard...."* (Interview, *CASE19, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years.).* Other participants said: "*......Appreciating is very good at the workplace because it makes a person feel that he/she is valued, and what the person is doing is essential....*" (Interview, *CASE21, Sex: Male, Age Group 30-39, Profession: Nurse, Experience 4-9 years).*

> *"........Appreciation increases motivation because it acts as positive feedback and strengthens the behaviour...."* (Interview, CASE3, Sex: Male, Age Group 30-39, Profession: Doctor, Experience1-3 years).

Therefore, by not appreciating implicitly, the management is telling the employees that they are not doing a good job, so they don't need to be recognized. This means that you are influencing employees negatively because they will not be aware of whether they are doing the right job.

A study participant said,

> *".....If you are not told Asante, It can mean that I am not doing well....."* (Interview, *CASE17, Sex: Male, Age Group 30-39, Profession: Other, Experience 1-3 years).*
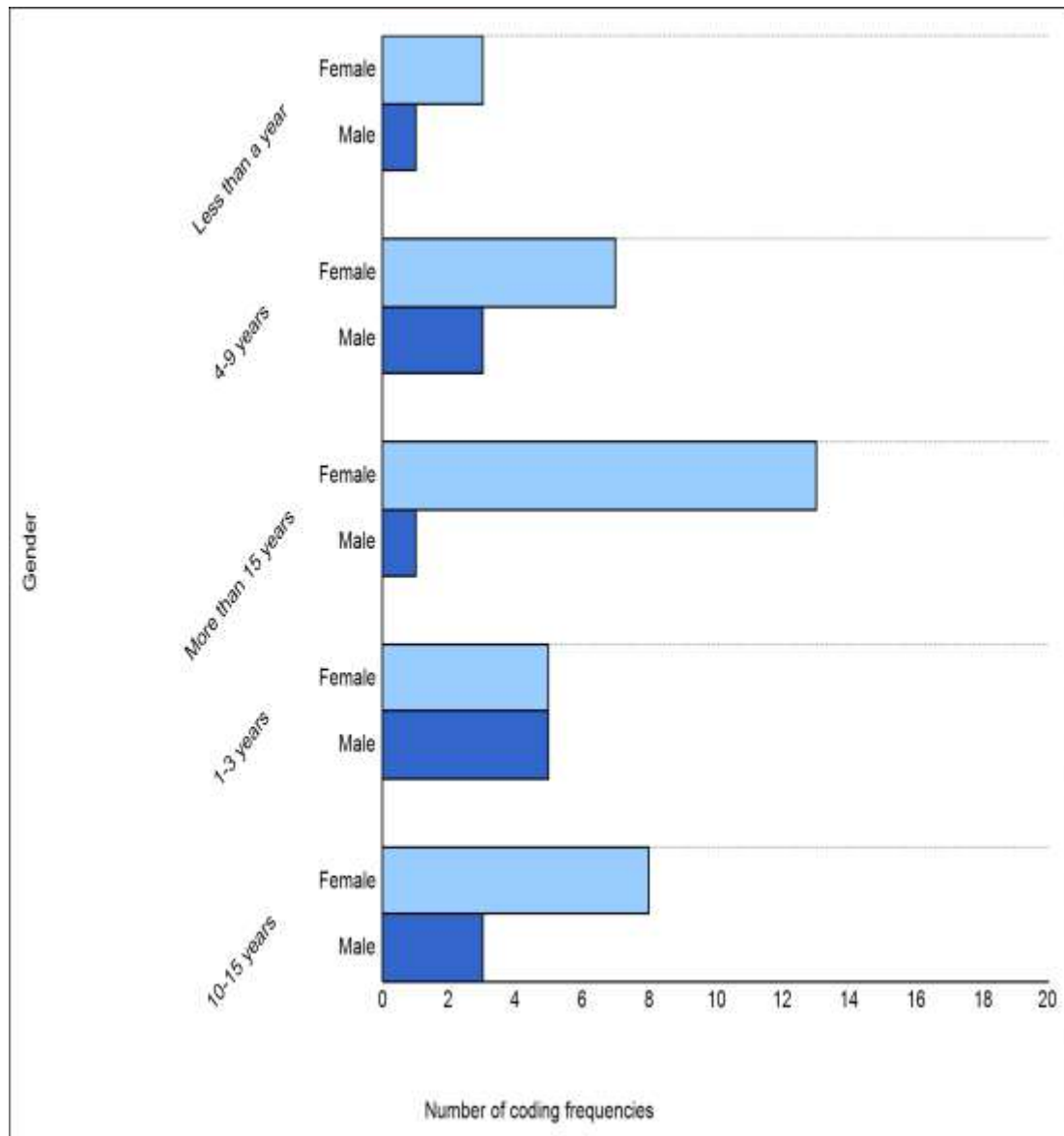
Figure 4.19: Positive Feedback Coding by Case Gender and Work Experience

Thirdly, learning is also another form of positive feedback that an employee can get from being appreciated. It is an opportunity for an employee to learn a lot from appreciation. Employees use that to understand their services and how people feel about the services.

A study participant said,

> *"…….Appreciation is motivating because you know what you are doing. People see what you do……."* (Interview, *CASE30, Sex: Female, Age*

Group 20-29, Profession: Nurse, Experience1-3 years).

Another participant said;

> *"……..Appreciating means a lot to me; a person has seen and satisfied with my services or how I do my works. It is motivating me to work hard….."* (Interview, *CASE33, Sex: Female, Age Group 30-39, Profession: Doctor, Experience 1-3 years)*

> *"……Because people want to know that their efforts are different and aren't going unnoticed by high authority……"* (Interview, *CASE49, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 16 years)*

Fourthly, awarding an employee for excellent performance flashes positive feelings to both the person and other employees. Other employees will be motivated to work hard so that they can get similar awards in the coming year. The receiver will work hard again to maintain the position.

> *"……The rewards given to the best employee of the year will motivate others to work hard to reach the same goal. A nurse who does her work well will influence those nurses to be like him/her….."* (Interview, *CASE4, Sex: Male, Age Group 40-49, Profession: Doctor, Experience 10-15 years).*

4.5.7 Increase Willingness and Desire to Work

Expression of appreciation was also seen to increase employees' willingness and the desire to work more. Willingness referred to employees' readiness to work. The arithmetic analysis found out that twenty-seven (27) out of 57 participants said that appreciating could increase willingness and desire to work more. Twenty-one out of the twenty-seven were female participants, and only six were male respondents. Furthermore, out of 35 absolute coding frequencies, females had 29 coding frequencies, and men had only 6. Absolute coding frequencies show how many times study participants mention a theme. It is also an indicator of the significance of

as many cases talk about it as shown in Figure 4.20.
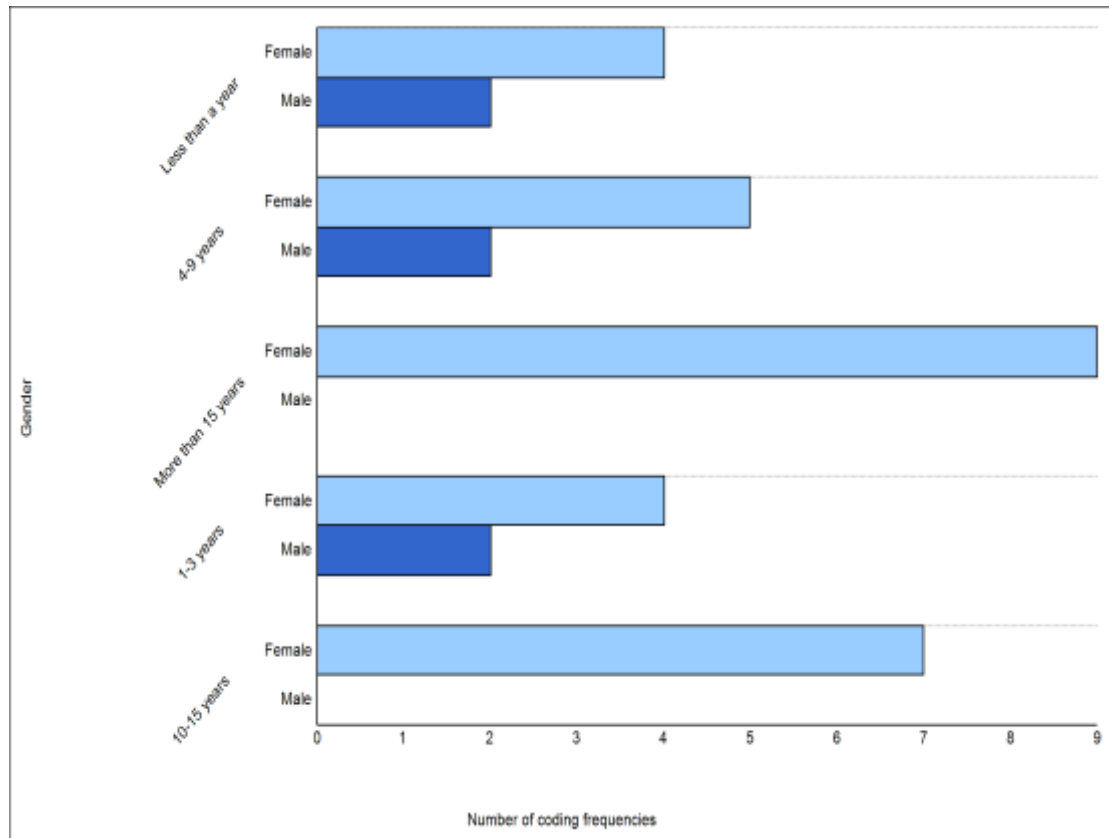
Figure 4.20: Increases Willingness and Desire to Work – Coding Frequencies by Gender and Work Experience

Additionally, the study performed a thematic analysis where issues relating to the willingness and desire to work were identified. They include discovering, good words, and sharing. Firstly, discovering is noticing, seeing, or learning. The study found out that it influences employee willingness and desire to work more. As health workers find out what they do is noticed by the higher authorities, fellow employees, and even patients, their readiness and desired to work more increases.

A study participant said,

> "......It influences people's willingness and desire to work. Hence, the excellence of work can be obtained....."(Interview, CASE34, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years.)

Another respondent said,

> *"…......If I provide services to a patient, and the person is healed, it motivates me to offer more services……"* (Interview, CASE24, Sex: Female, Age Group 40-49, Profession: Nurse, Experience: More than 15 years.)

Another participant made a similar observation

> *"…......In appreciation, the employee is motivated to learn that a patient's relatives are happy to see that the patient is improving and he/she is discharged…..".* (Interview, *CASE27, Sex: Female, Age Group 20-29, Profession: Nurse, Experience1-3 years*)

Implicitly, these kinds of appreciations increase employees' willingness and desire to attend more patients. They realize that their role as medical experts in helping to solve health challenges is valued. Secondly, good words are quite enough to influence employees' motivation. They control the person's willingness to work more and hard. Using good words in an attempt to recognize what employees are doing in the health sectors will mean a lot to them. So, appreciating does not need to be only in monetary form.

A study participant said, *"…..…..Good words make people work hard…."* (*Interview,CASE19, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years.*)

4.5.8 Improves Work Performance

Appreciating workers has a chance of improving work performance in the organization. Thirty out of 57 participants associated the expression of appreciation and enhancing work performance. Twenty out of the 30 participants are females with varied working experience, as shown on Figure 4.21.
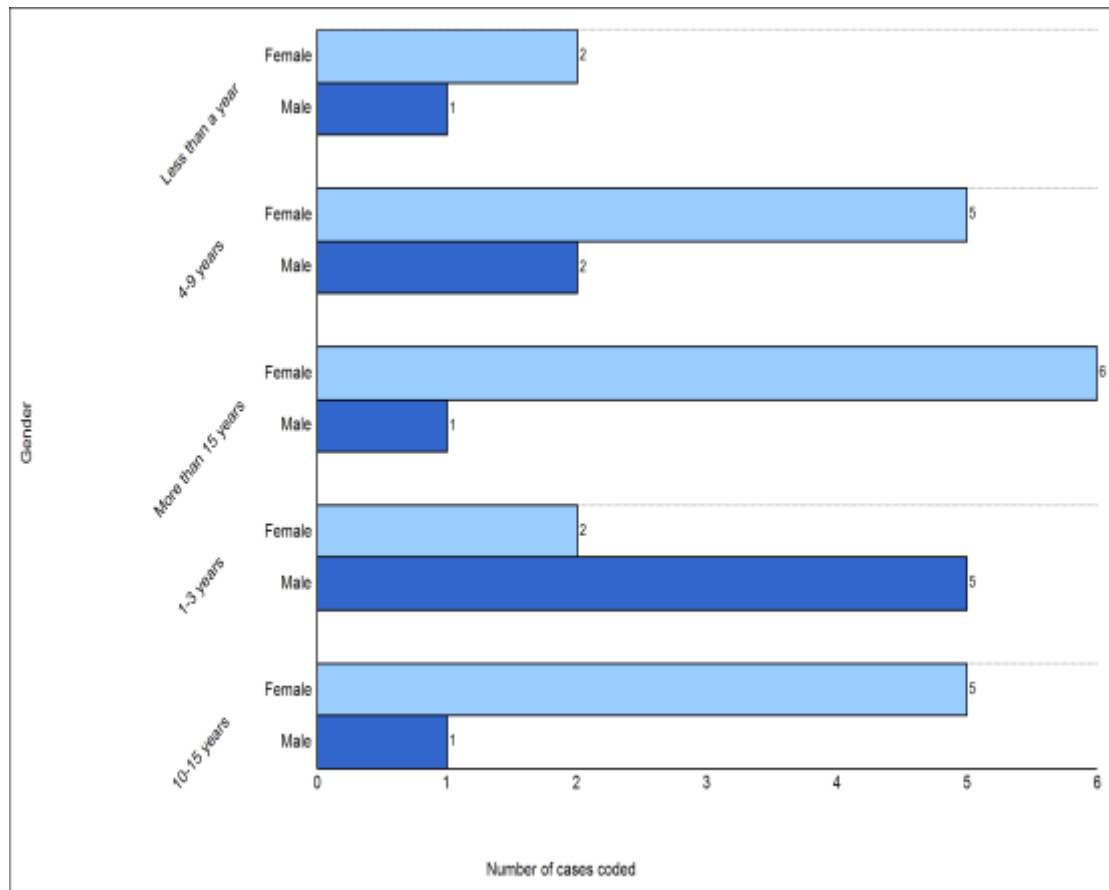
Figure 4.21: Improves Work Performance Coding by Case: Gender and Work Experience

The study found out that appreciating was associated with: doing better work, attract others to work hard, increase efforts in working and management confidence. Workers can do better in their everyday responsibilities after realizing that what they do is seen by the management. Appreciating encourages workers to do better by utilizing their potentials fully. In so doing, it can help in improving work performance, which can benefit the organization and the clients. By doing a better job in hospitals, more people are likely to get excellent health services.

A participant said, "…..*Once appreciated, one gets motivated to do better at work*….." (Interview, *Case 1 Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years*).

The act of appreciating has a positive effect on attracting other workers from the same unit to work hard. After observing some of their fellow member being appreciated because of what he/she does, others are indirectly attracted to follow the same route. It can be for both self and organizational achievement. Covertly, it can create a competitive kind of working environment where each employee is struggling to work hard.

A study participant said,

> *"……It assists in attracting other people to work hard to increase personal and organizational goals….."* (Interview, *CASE11, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years*).

Similarly, the expression of appreciating increases efforts in working. Interestingly, the study found out that as a result of appreciation, employees increase more efforts in fulfilling their work responsibilities, which leads to improving work performance. A study participant said,

> *"………I get the strength of doing a similar job or another work nicely and efficiently….."* (Interview, *CASE16, Sex: Male, Age Group 30-39, Profession: Clinical officer, Experience 4-9 years).*

In the same way, the study found out that appreciating increases management confidence in some individual employees who seem to work better. It can also assist the top management in delegating some of its responsibilities to them, and the administration can continue with doing other activities.

4.5.9 Feeling Valued and Recognized

Feeling valued means being respected, being honored. On the other hand, recognition is about being known and acknowledged in a certain social setting. The

numeric analysis found out that 28 out of 57 participants talked about how appreciating can cause employees to feel valued and recognized. Twenty out of 28 were female participants, and only eight were male participants. Furthermore, female participants with more than 15 years of working experience expressed more than another group. This might be because they have lived experience and are aware of how appreciating is making them feel valued and recognized. Some of the views include: human nature, feel unique and exceptional, respecting, and requesting for more. Figure 4.22 indicates the numeric analysis of feeling valued and recognized.
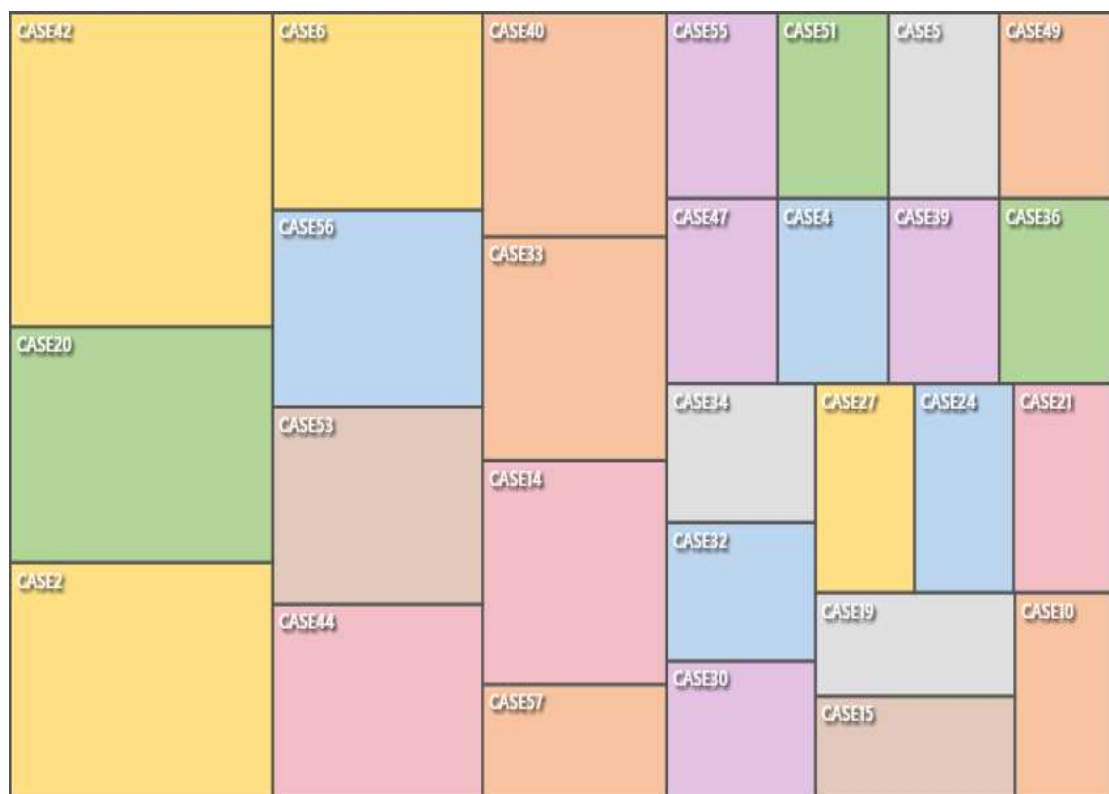
Figure 4.22: Hierarchy Chart of Files Coded at Feeling Valued and Recognized Compared by the Number of Coding References

Figure 4.21: Hierarchy chart of files code: Human beings, by nature, love to be valued and recognized. In hospitals, the study found out that they (feeling valued and recognized) are achieved through appreciating what employees do. A feeling of

valued stimulates medical workers to work hard for the benefit of patients. They also create a friendly working environment for every employee to showcase their skills and knowledge in treating patients or even providing other services that in totality contributes to the delivery of the health services.

A study participant said,

> *"……It is a fact that human beings like to be loved and valued for what they are doing……"* (*Interview, CASE10, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years*).

Another participant said,

> *"……..Appreciation makes an employee feel valued for the work he or she does……"* (Interview, *CASE2, Sex: Female, Age Group 40-49, Profession: Doctor, Experience: More than 15 years*.)

Furthermore, employees also feel unique as a result of being appreciated. It means employees realize that they are vital in the organization. In other words, they have something useful to offer for the organization, and the management has realized and decided to appreciate them openly. So, those who feel special are motivated to work hard and contribute more and accepting more roles in the organization.

A study participant said,

> *"……..Because people like to be recognized by people from their work, recognition makes people feel special and that they are essential to the job……"* (Interview, CASE34*, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years*).

Another participant said,

> *"…Employees will feel that they are significant to their employer…."* (*Interview, CASE36, Sex: Female, Age Group 50-59, Profession: Midwifery specialist, Experience: More than 15 years*).

Expression of appreciation was also deciphered as respecting and requesting for more. The study found out that appreciating what employees do in the organization means respecting them and asking for more from them as well. In other words, management is recognizing employees' contributions, skills, knowledge, and dedication. By so doing indirectly, the administration is asking the workers to continue doing the same. In this case, employees are motivated to work hard and do better.

A study participant said,

> "……Kushukuru ni tendo la heshima kushukuru ni kuomba tena".(In loose English translation it means Thanking is an act of wisdom and thanking is requesting again)……" (Interview, *CASE51, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years*)

On the other hand, two out of the 57 participants rejected the connection between the expression of appreciation and employee motivation. They argue that appreciating alone does not motivate employees.

4.5.10 Individual Achievement

The previous part presented findings of expression of appreciation. In this section, results about how personal success can influence employees' motivation are given. Arithmetic analysis of the dataset shows that 25 out of 57 participants were of the opinion that individual achievement could motivate workers. Fifteen out of 25 participants were females, and 10 of them had working experience between four to nine years (5participants) and more than 15 years (5participants), three others had 10 to 15 years of experience and two others had three years and below one year. Five male participants had one to three years of working experience. Three male participants had four to nine years of experience, as shown in the Figure 4.23:
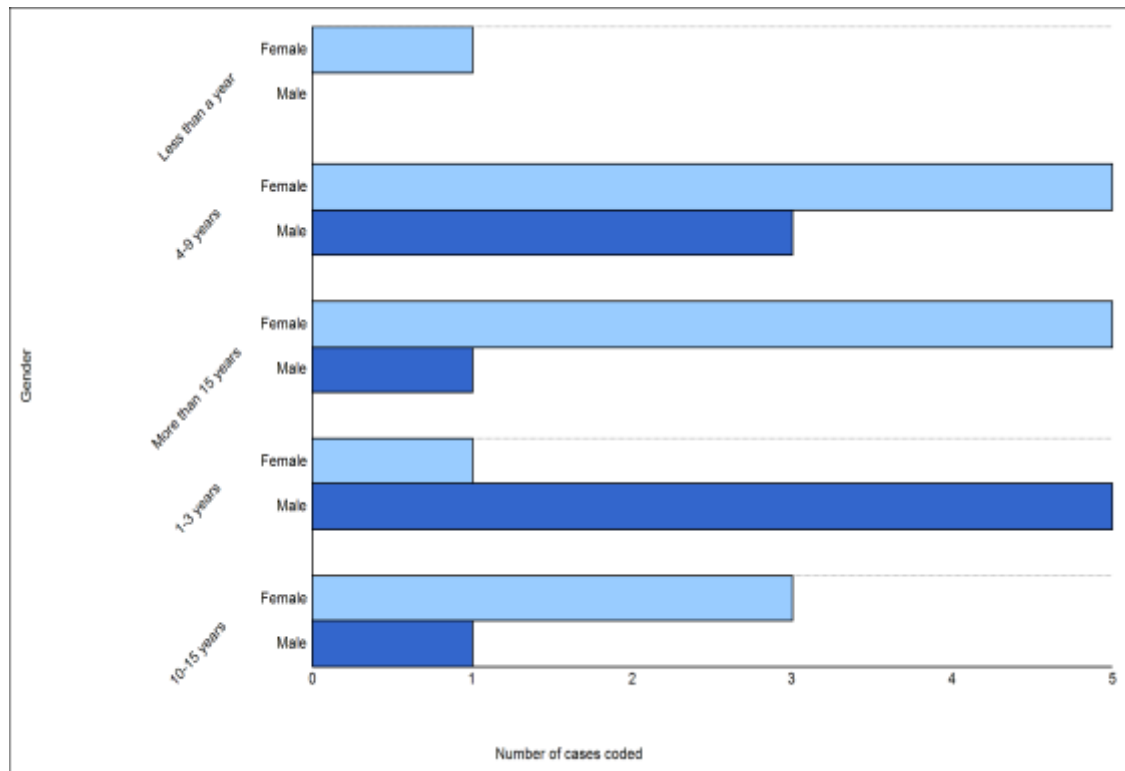
Figure 4.23: Individual Achievement Coding by Case: Gender and Work Experience

Personal goals, role modeling, and increases confidence were the views of the 25 participants about how individual achievement influences motivation. Firstly, personal purposes and success are among the factors that influence self-motivation to an employee. The study found out that as an individual attain and succeed in his/her life because of particular work, he/she will work hard and perform much better so that he/she can achieve more. Therefore, the person is motivated to use his/her skills for personal gain and the organization in general.

A study participant said,

> *"......It brings motivation; as you look to what you have achieved, it will click in your mind that without the current employment, I would not have made. To gain more, he will work hard......"* (Interview, *CASE13, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years*)

Another participant said;

> *".....Because he can see his personal needs are achieved and is acquiring new more and he can see his development. He will work harder...."*

(Interview, *CASE15, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years*).

Secondly, individual achievement is making the person feel proud and glad. The person feels proud because of personal success as a result of his/her work efforts. The outcome of the efforts makes the person feel gladder and happier. The study found out that this kind of joyfulness and proudness help to influence employee motivation. It might influence the individual to work harder and better. It will have an implicit implication in personal and organization benefits.

A study participant said;

> *"……When there is an achievement, you are proud of it and feel glad. Because here it will be known that the work done is excellent and perfect…."* (Interview, *CASE36, Sex: Female, Age Group 50-59, Profession: Midwifery specialist, Experience: More than 15 years*).

Other participants said;

> *"………..When you feel good and proud, even the morale to work will increase……"* (Interview, *CASE37, Sex: Female, Age Group 50-99, Profession: Nurse, Experience: More than 15 years).* "……. *When there is an achievement, you are satisfied with it and feel good…."*. (Interview, *CASE38, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years*).

> *"…..Role modeling is another advantage of individual achievement in the organization…."* (Interview, *CASE 15 Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years).*

Role modeling is a situation where medical doctors or other health workers try to imitate their fellow person who has achieved in the organization because of his/her hard work. Therefore, the study found out that individual achievement has a positive influence on the motivation of a person and other workers as well. Other workers will be impressed by the success attained and will try to imitate some of the ways the person used.

A study participant said, *"....Others get attracted by good achievement......"* *(Interview, CASE9, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years).*

Another participant said,

> *"........It assists in attracting other people to work hard to increase personal and organizational goals. He/she sets an example to others ......"* (Interview, CASE11, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years).

> *"......The awards that are given to the best employee of the year; other employees would be motivated to work hard to reach the same goal...."* (Interview, CASE4, Sex: Male, Age Group 40-49, Profession: Doctor, Experience 10-15 years).

Besides role-modeling, individual achievement is a kind of communication that sends messages of hope to other employees. Thematic analysis of the dataset found out that workers who got confidence were likely to achieve the same if they work hard. Thus, individual achievement acts as a catalyst for others to work hard. It is influencing employees' motivation to work hard.

A study participant said,

> *".......Achievement of another employee or person gives other employee strength and belief that it can be done through working people can be successful.,,,,"* (Interview, CASE34, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years).

Fourthly, the individual achievement was also believed to increase employees' and organization's confidence. Workers increase confidence in carrying out their everyday duties as they have achieved a certain level of success because of their carrier. Similarly, the organization's confidence is high in a situation where its employees have reached a particular level of individual career maturity. The level of success will improve the organization's performance.

A study participant said,

> *".......Achieving something, especially at work, builds confidence and motivation, both the employee and the employer (company areas or sector*

as a whole)....” (Interview, *CASE47, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years)*

4.5.11 Values and Employee Motivation

In the previous section, results about how customs in the organization influence employee motivation were presented. In this part, findings of how values influence motivation in public health sectors are documented. Numeric analysis of the dataset shows that 48 out of 57 participants believed that values influence employee motivation. Thirty-two out of 48 were female participants, and 16 others were males. The deductive and inductive approaches were used to develop themes relating to values and employees' motivation. These include: honesty and fairness, improving working capacity, reduce conflicts, strictness, and workplace norms.
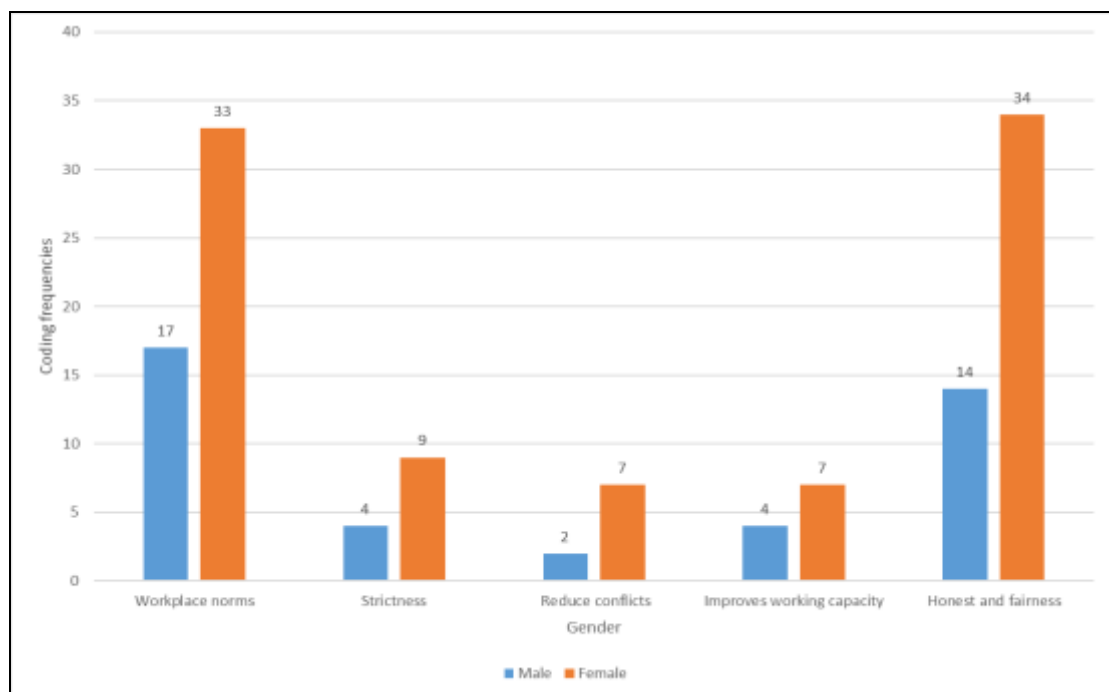
Figure 4.24: Values Coding Frequencies by Gender (Males And Females)

4.5.11.1 Honesty and Fairness

Honesty means being open and truthful in the organization. Fairness means treating others equally. Arithmetic analysis indicates that 32 out of 57 participants had the

view that honest and integrity improve employee's motivation. It was found that honest and fairness lead to freedom of work reduces fear, security, and work well.

Firstly, employees are freer to work in an environment where honest and fairness are more rampant. The management is providing equal chances and opportunities to all employees. The study found out that once employees realize that there is no favouratism, they will work hard. Things such as extra allowance are equally distributed to all workers based on the level of their salaries. It is in this kind of environment where the results show that employees' motivation is influenced positively.

A study participant said,

> *"……..You will work hard in case you realize that there is no favouratism; all are given the same level of motivation. If there is an allowance, it should be distributed equally. …."* (Interview, *CASE15, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years*)

Secondly, honest and fairness at the workplace discourages and reduces a sense of fear among the staff members. The study found out that in case employees realize that there are fairness and openness at the workplace, there will be no fear at the workplace. They will be more willing to offer their expertise to save human lives.

A study participant said.

> *"……..Honest motivates employees because it does not discourage them. It reduces fear and lack of confidence…."* (Interview, *CASE14, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

Thirdly, honest, and fairness create safe working environments for all employees. The study found out that safe working environments in hospitals stimulate working spirit as workers feel safer. Implicitly, it increases work performance. A study

participant said,

> *"……..They make an employee feel good and safe at the work environment. Furthermore, honest and fairness encourages employees to work better…."* (Interview, CASE15, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years).

4.5.11.2 Workplace Norms

The previous part elucidated the findings of honesty and fairness and how they influence employee motivations. In this section, results of workplace norms are given. Workplace norms refer to rules and regulations at the workplace that governs everyday undertakings. Numeric analysis of the dataset shows that twenty-eight out of 57 participants said that workplace norms help to influence employees' motivation. Most of them were female participants (18), and 10 participants were male, as shown in the chart 4.24. In terms of the coding coverage, female participants talked more about norms than male participants. The most dominant views include: norms make employees love their work, lack of intimidations, reduce errors, employee rights, adhering to instructions, and simplify work.
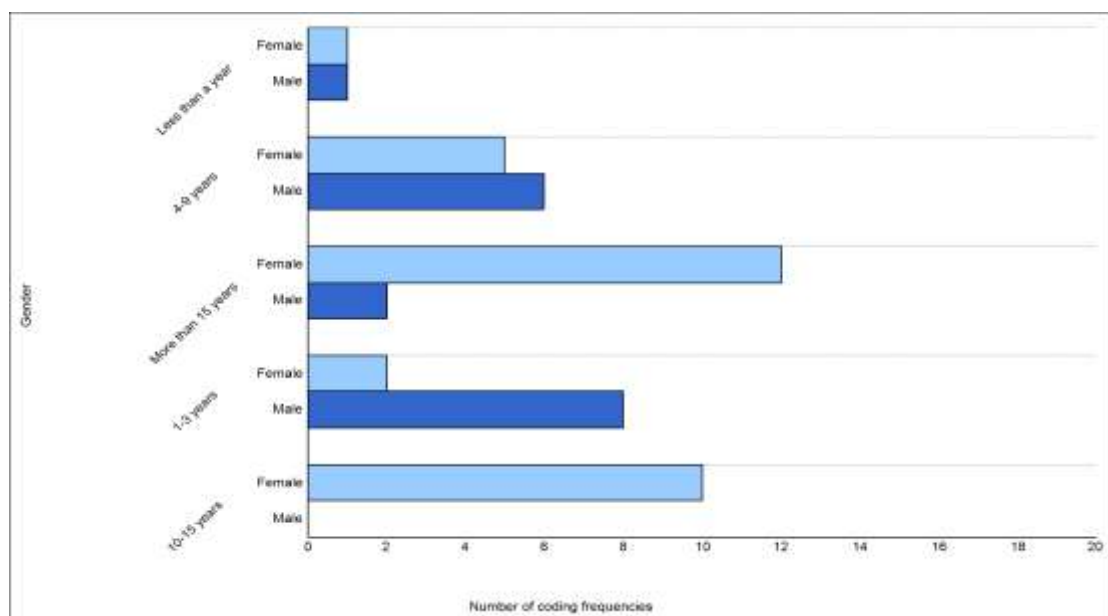
Figure 4.25: Workplace Norms Coding by Case: Gender and Work Experience

Firstly, good workplace norms make employees love their jobs. The thematic analysis found out that the existence of proper regulations that are correctly and equally followed by both the management and employees make staff enjoy their work. Implicitly, employees' will be motivated to work hard and increase performance. Therefore, norms are like guiding directions that need to be adhered to by all employees in an organization.

A study participant said,

> "……...If there are proper guiding regulations, employees will love their work, and they will work better—for instance, if there is the right way to deliver service then employees will enjoy the work…." (Interview, CASE13, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years)

Secondly, norms reduce intimidations and worries at the workplace. The study found out that if they are correctly followed, they reduce intimidations and concerns among the employees. Covertly, it will make staff work fearlessly on the ground that there are rules that guide what they are doing.

A study participant said;

> "…...You work confidently and you have no worries about your job… For example, if there is a problem in the workplace, but if the work was done according to regulations, you would not face challenges…." (Interview, CASE14, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: more than 15 years).

Another study participant said;

> "…....Regular following workplace norms make it possible and more comfortable to achieve goals, so norms direct someone what to do and how and also what should not be done….." (Interview, CASE45, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: more than 15 years).

Thirdly, norms also were viewed by the study participants that they help reduce unnecessary errors in the organizations. Repeated reading of the dataset found out that with rules in place, it is easy for workers to follow what is required. Tasks will be performed according to what is said in the regulations and guidelines. Therefore, norms can influence employee motivation.

A study participant said;

> *"………...There will be no errors which can be avoided because there are rules which are open and followed. Norms reduce cases in the workplace….."* (Interview, *CASE15, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years*).

Another study participant said;

> *"………For example, when every staff knows the reporting time at work, it allows him or her to plan his or her timetable early so that the person can sleep early. It will make the person more ready for work the next day…"* *(Interview, CASE16, Sex: Male, Age Group 30-39, Profession: Clinical officer, Experience 4-9 years)*

Fourthly, norms can also protect staff against problems at the workplace. The study found out that in some cases, the patient may decide to leave the hospital without official discharge documents. In this kind of situation, regulations can save an employee from being liable.

A study participant said,

> *"………...For example, the patient has disappeared; as a person on duty, what did you do before the patient disappeared……"* (Interview, *CASE27, Sex: Female, Age Group 20-29, Profession: Nurse, Experience1-3 years*)

4.5.11.3 Reduce Complaints and Conflicts

Organizational values play a particular role in influencing employees' motivation by creating excellent working conditions, which include a lack of unnecessary

complaints and conflicts. The arithmetic analysis found out that seven out of 57 participants supported the view that values help to reduce complains and conflicts at the workplace. Most of the seven participants were females, as shown in the Figure 4.26.
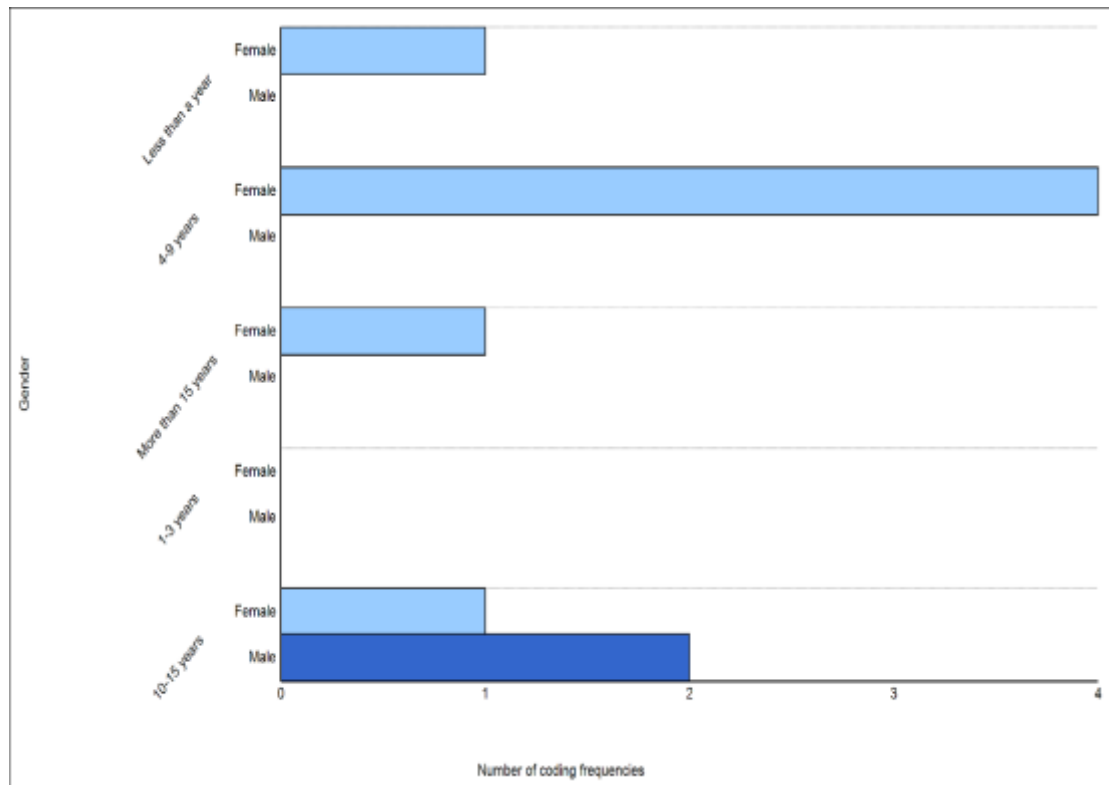
Figure 4.26: Reduce Conflicts Coding by Coding by Case: Gender and Work Experience

Repeated reading of the interview transcripts found out that complaints and conflicts would be inevitable at the workplace if there are no values and regulations which govern the behaviour of the people.

A study participant said, *".........They reduce conflicts at the workplace....."* *(Interview, CASE12, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years).*

Similar observations were made by another participant,

> *".......If there are no values and regulations, there would be conflicts among workers and leaders...."* (Interview, *CASE57, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years*).

Implicitly, lack of conflicts and complaints as a result of having values and regulations creates a very conducive situation for workers to carry out their duties. It also influences their motivation. They can settle and make use of their skills and expertise in fulfilling their responsibilities.

4.5.11.4 Strictness at Workplace

Strictness refers to observing and following all the values and rules of the organization. The study found that in an organization with values, it is easy for employees to realize that they are required to observe and work according to the accepted values at the workplace.

It is also related to reporting time, which is a regulation that all employees need to observe. In case it happens that there is no agreed time of reporting, it will create a chaotic environment for the management and the clients.

A study participant said; "…… *Some value may make an employee strict….*" (Interview, *CASE44, Sex: Female, Age Group 30-39, Profession: Doctor, Experience 4-9 years*).

Another participant said,

> *".........It makes one work knowing that they are doing the right thing for the right course....."* (Interview, *CASE43, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years.*)

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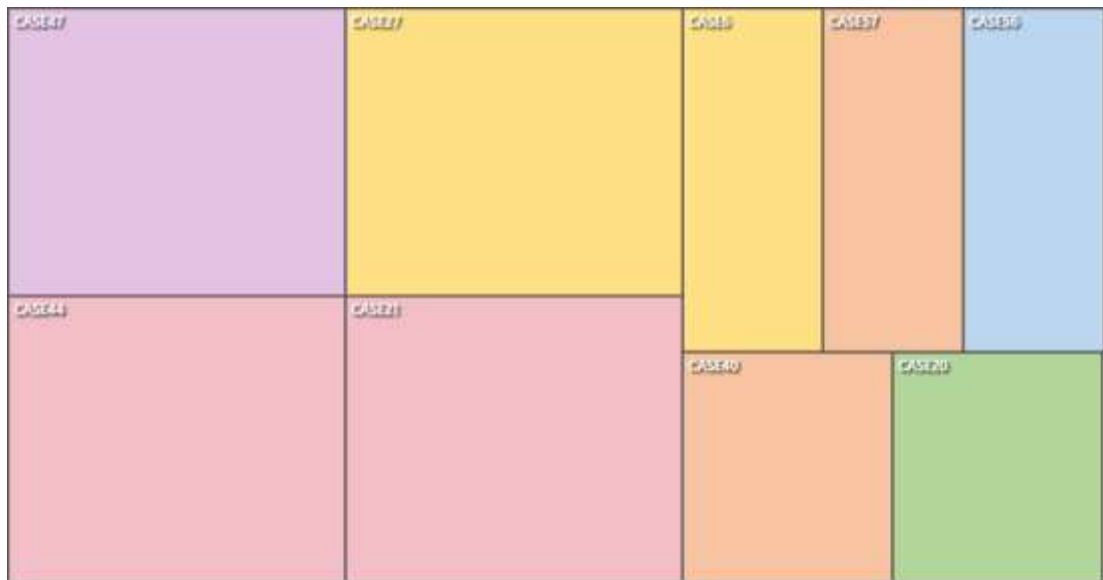
Figure 4.27: Hierarchy Chart of Files Coded at Strictness

Hierarchy Figure 4.27 shows of files (cases) coded at Strictness compared by coding frequencies. The larger the box, the higher the coding frequencies. The size of boxes decreases as you move from left to the right size. This means that some participants talked more about values and strictness at the workplace than others with small boxes.

4.6 Religion and Employee Motivation

The previous part was dedicated to findings for research objective two. This section is devoted to research goal three, which aimed at exploring how religion influences employees' motivation in public health sector in Dar es Salaam where the study was carried out. In addressing the objective, two main themes were developed: Religion motivates employees and no or mild motivation. The former is divided into three subthemes: insists hard-working, condemns theft and corruption, and insists on good ethics and morals. On the other hand, in no or mild motivation, there are two sub-themes: no motivation and mild motivation. The themes are shown in the mind map

(see Figure 4.28).
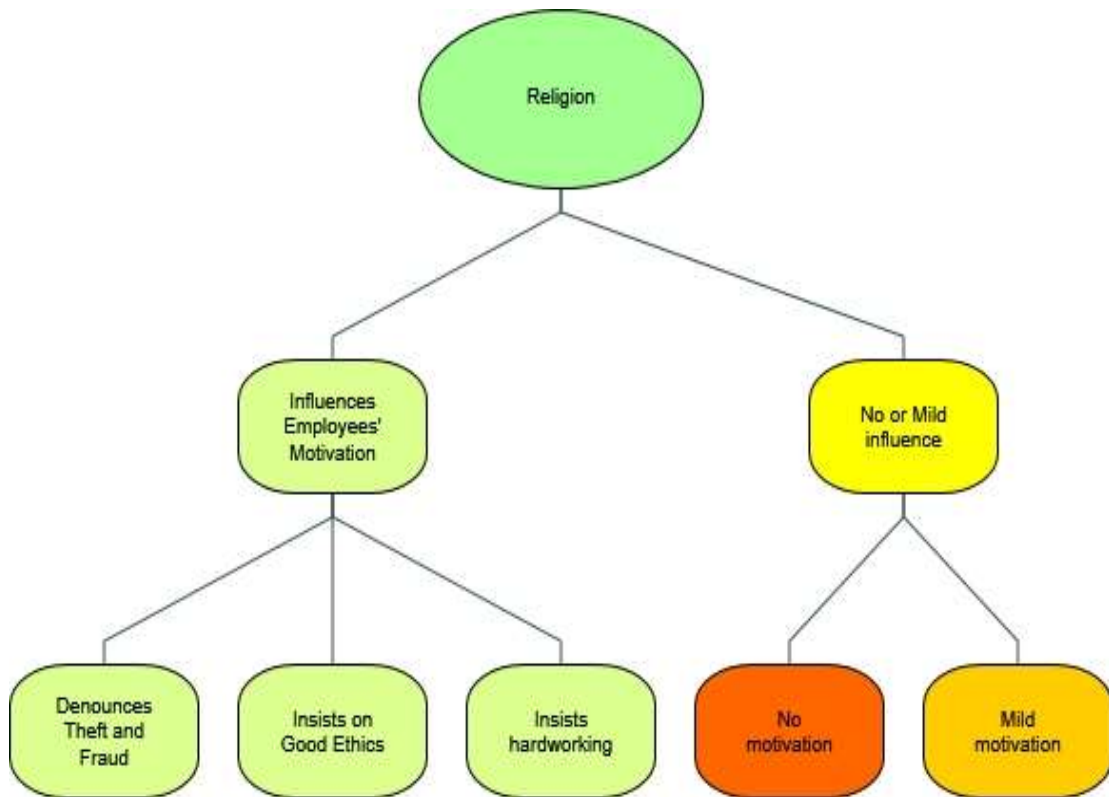
Figure 4.28: Mind Showing Themes under Religion That Shows How Religion Influence Employee Motivation

4.6.1 Religion Motivates Employees

Religion motivates employee was a container that was created to code all the views from the dataset that agreed that religion influences employee motivation in public health sectors in Dar es Salaam. Arithmetic analysis of the interview transcripts found that 25 participants out of 57 were of the view that religion has the power to influence employee motivation in several ways, as provided in discussion later in this section. It was also revealed that 14 out of the 25 participants were females, and 11 were male participants. The disparities, as noted elsewhere, might be because the

study involved more female health workers than males.
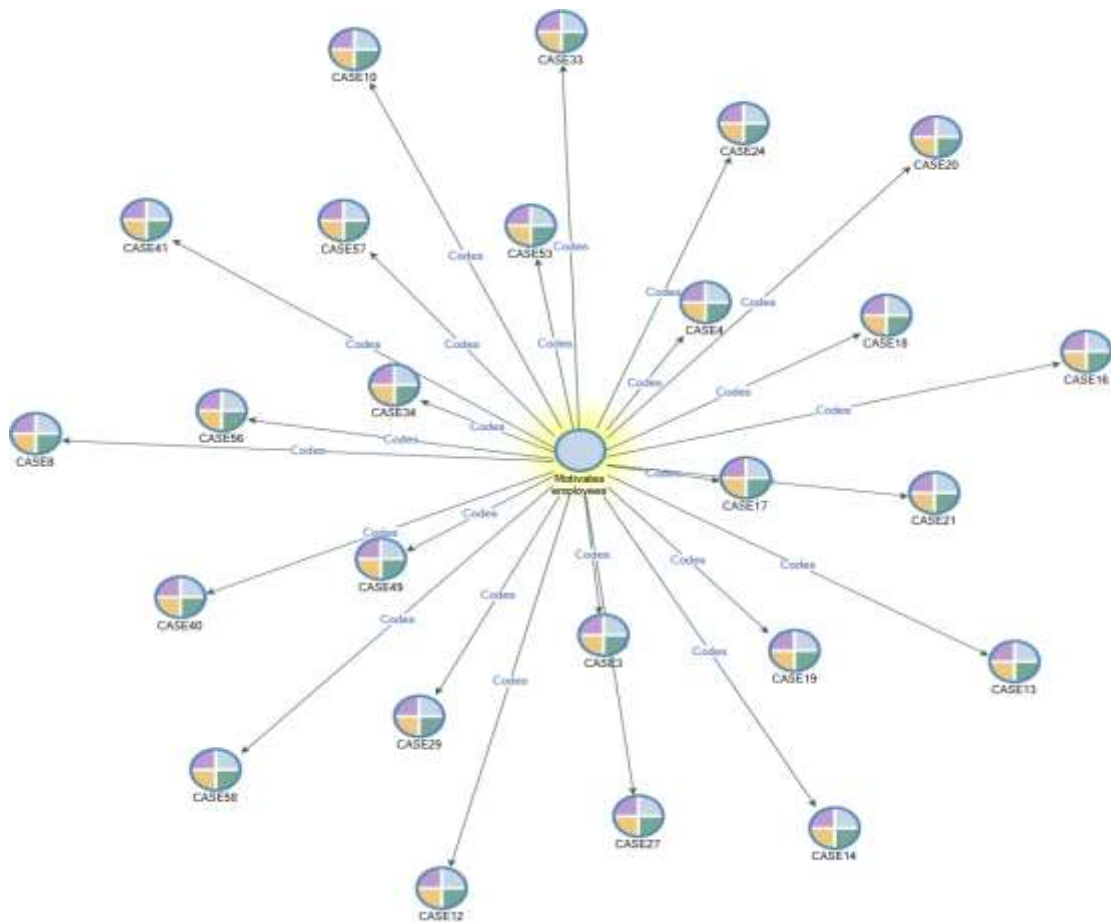
Figure 4.29: And Explore Diagram Showing the Cases That Code Data at Motivates Employees

In terms of working experience, out of 14 female participants, three of them have a working experience between 10 to 15 years, five others have more than 15 years of experience, and three others have 4 to 9 years of working experience. This means that they have enough lived experience on how religion has influenced themselves and talked further about how it can have an impact on employee motivation in working in the health sector. This result is similar to male participants. For them, one participant had an experience of 10 to 15 years, five others had one to three years of working experience, and four participants had four to nine years of

experience. Others had less than one year, as shown in the Figure 4.30:
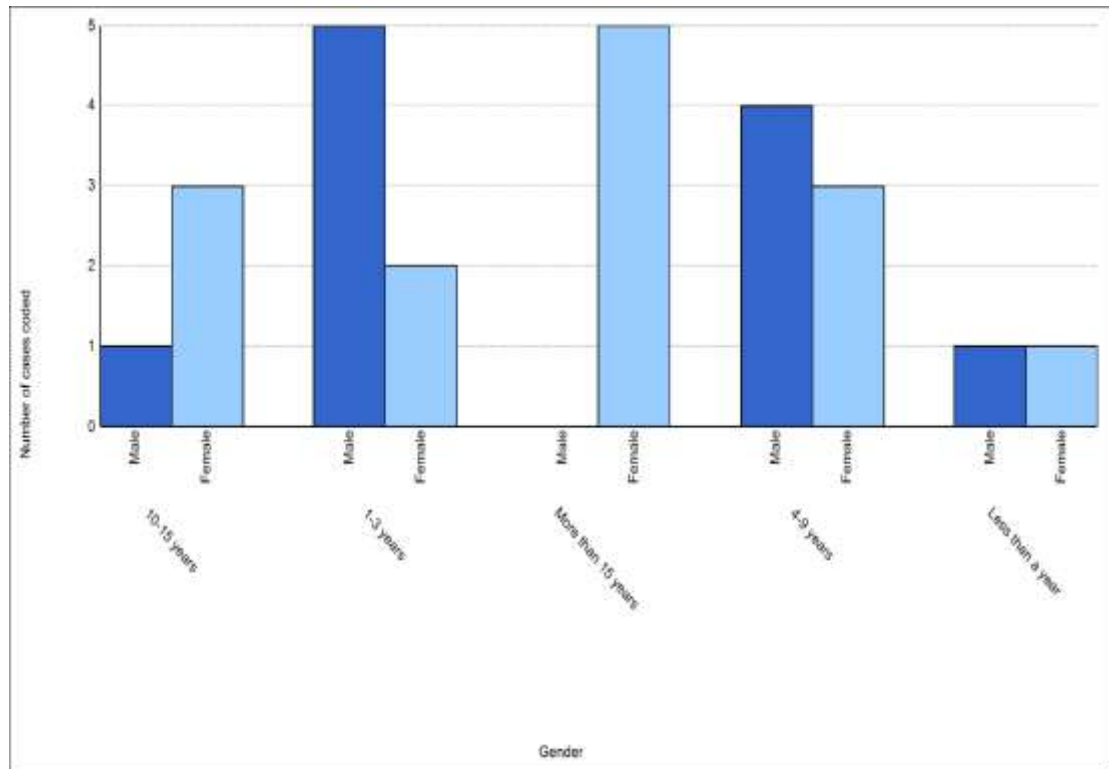
Figure 4.30: Religion Motivates Employees Coding by Case: Gender and Working Experience

4.6.2 Religion Insists Hard Working

Insistence on hard-working referred to how leaders of various religions provide teachings in the church or mosque that stressed their followers to work hard and how those teachings influence employees' motivation at the workplace. Eighteen (18 out of 57) health workers(participants) had the feeling that lessons they get from the churches, mosques, and any other places where religious teachings are offered influence their work motivation. Nine (9) out of 18 participants are females, and nine others were male health workers.

Though the number is equal between females and males who agree that religions can influence employee motivation, their differences emerged in the years of experience.

Three female participants had work experience of between 10 and 15 years, and three others had more than 15 years. Two others had one year to 3 years' experience, and one had less than a year. In contrast, four male health workers had one to three years of experience; three had four to nine years of work experience. Furthermore, one male had 10 to 15 years of experience. Therefore, in comparison, many female workers with many years of experience supported that religion can influence employee motivation than male participants.
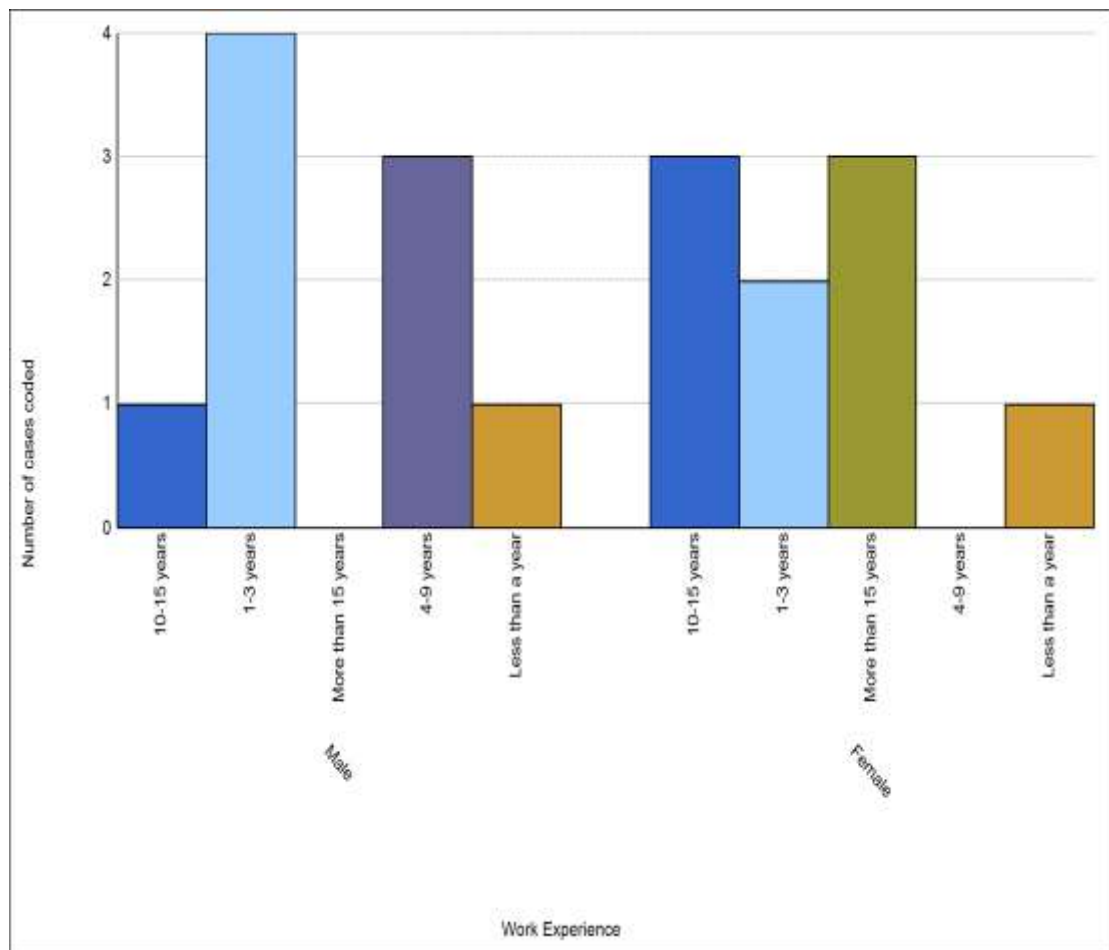
Figure 4.31: Religion Insists on Hardworking – Coding by Case: Work Experience and Gender

Besides the numeric analysis presented above, thematic analysis was performed. It was found out that apart from other things, religious teachings have the power to shape believers in many aspects of human life. The effect of these teachings is also seen in work organizations. Teaching urges people to take work seriously. Religious instruction requires people to work hard in whatever they are doing, whether they are employed or not. If they are employed, they are required to work so hard. Therefore, believers are inclined and are needed to practice what they are taught and read from religious books. In this way, religion can influence employee motivation at workplace in public health sectors in Dar es Salaam.

> "…….*It teaches people to work hard through teachings, as everybody will eat depending on the length of his/her rope…..*" (Interview, *CASE10, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years.*)

Another participant said:

> "……Religion insists us to find more and work hard…." (Interview*, CASE16, Sex: Male, Age Group 30-39, Profession: Clinical officer, Experience 4-9 years*).

Another participant said,

> "……..A worker who is a religious believer would be a hard worker…." (Interview, *CASE29, Sex: Male, Age Group 30-39, Profession: Nurse, Experience 4-9 years*)

Another participant said,

> "…..Some religious teachings help to influence and motivate an employee to work hard….." (Interview, *CASE34, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years*)

Another participant said,

> "……..In a church that I pray, they insist on working and being involved in social activities because a hand that is hard working will be blessed. The church also insists on having a good relationship with others….."

(Interview, *CASE34, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years*).

Another participant said,

"…..For example, in the Muslim religion, they are encouraged to work hard and help others. The Bible (Christians) also insists that those who don't work should not eat…." (Interview, *CASE4, Sex: Male, Age Group 40-49, Profession: Doctor, Experience 10-15 years*).
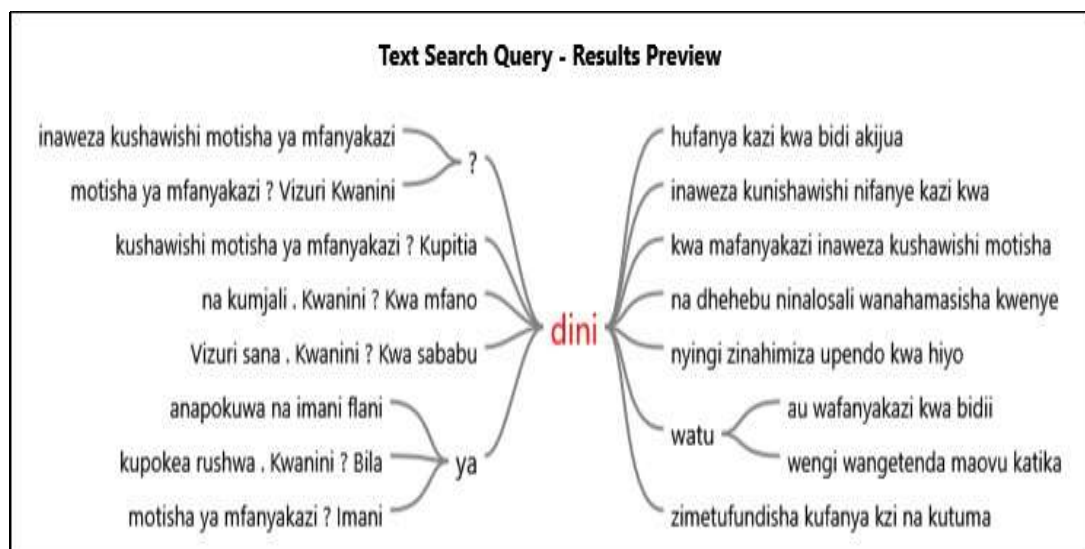
Figure 432: A Word Tree Exploring How the Word Dini (Religion) and it's Associated Sentences

Religion also insists on workers' obedience and adhering to employers' regulations and norms. By subscribing to rules and standards, every employee will be responsible for what the person is required to do. Not doing what a person is asked to do is considered as going against religious teachings. If employees are demanded to report to work at 7.30, therefore everybody must observe that.

A study participant said,

"…….Religion insists on working according to proper regulations that they find them at the workplace. I believe all these were set in place so that human beings can have peace wherever they are….." (Interview,

CASE14, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: more than 15 years).

Another study participant said;

"…….Making mistakes is a sin, and doing good work for others is what God wants…." (Interview, CASE19, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years)

Besides instilling the spirit of hard-working and adhering to regulations and norms, religion teaches about love, where a nurse will be motivated to work hard by showing more love to patients. Love is further associated with the spirit of helping others. The study found out that assisting others gets more blessings. Therefore, it influences workers to work hard and treat patients well, hoping that they will receive more eternal benefits.

A study participant said,

"……Some people believe helping others brings more blessings; helping can influence the person's motivation and work well and harder. A person who believes that helping others will be blessed will work very hard….." (Interview, *CASE18, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

This was also confirmed by another participant:

"……A worker who has specific religious beliefs will work hard, hoping that he/she will get more blessings later…." (Interview, *CASE20, Sex: Male, Age Group 30-39, Profession: Nurse, Experience 1-3 years*).

Another study participant said,

"……Many religions teach about love; therefore, it inspires health workers specifically doctors and nurses on duty to work hard and show love as they attend patients…." (Interview, *CASE21, Sex: Male, Age Group 30-39, Profession: Nurse, Experience 4-9 years*).

This part presented findings which showed how religion insists employees to work hard by adhering to regulations and following religious teachings that motivates them. The next part is about how religion denounces theft and fraud.

4.6.3 Religion Insists on Good Ethics and Morals

Ethics and morals refer to acceptable ways of behaving that do not cause harm to others. The study found out that religious teachings have a lot to do with helping employees to follow good ethics and morals and eventually to be excellent and motivated employees. The numeric analysis of the dataset found out that 14 out of the 57 participants believed that religion has instilled good ethics and morals and that they (ethics and morals) influence employee's motivation. The analysis further shows that nine out of the 14 participants were females and five were males.
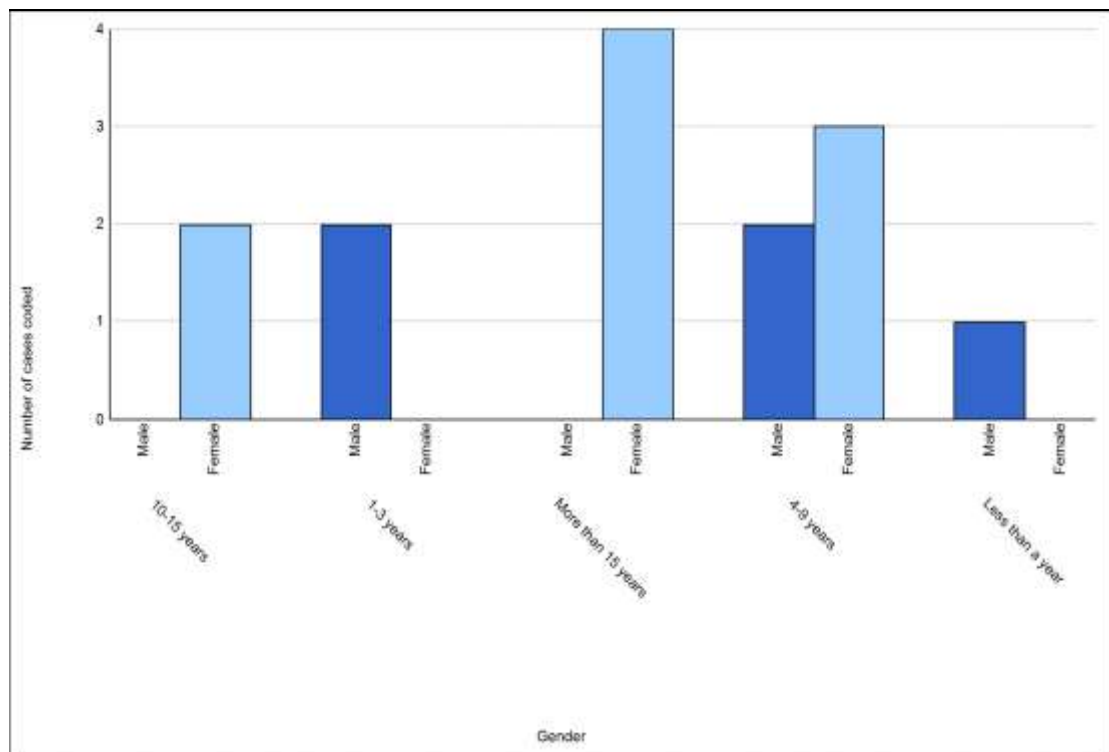
Figure 4.33: Religion Insists on Good Ethics and Morals, Coding by Case, Gender and Work Experience

Source: Field Data, (2020).

Four out of nine females had a working experience of more than 15 years. The experience of the other two females was between 10 to 15 years. Three others had 4 to 9 years of working experience in public health sector in Dar es Salaam. On the other hand, the highest experience of male participants was four to nine years. Implicitly, this shows women are more influenced by religious teachings and the lessons they have told us that they have been applying moral issues they learned in spiritual teachings in the workplace.
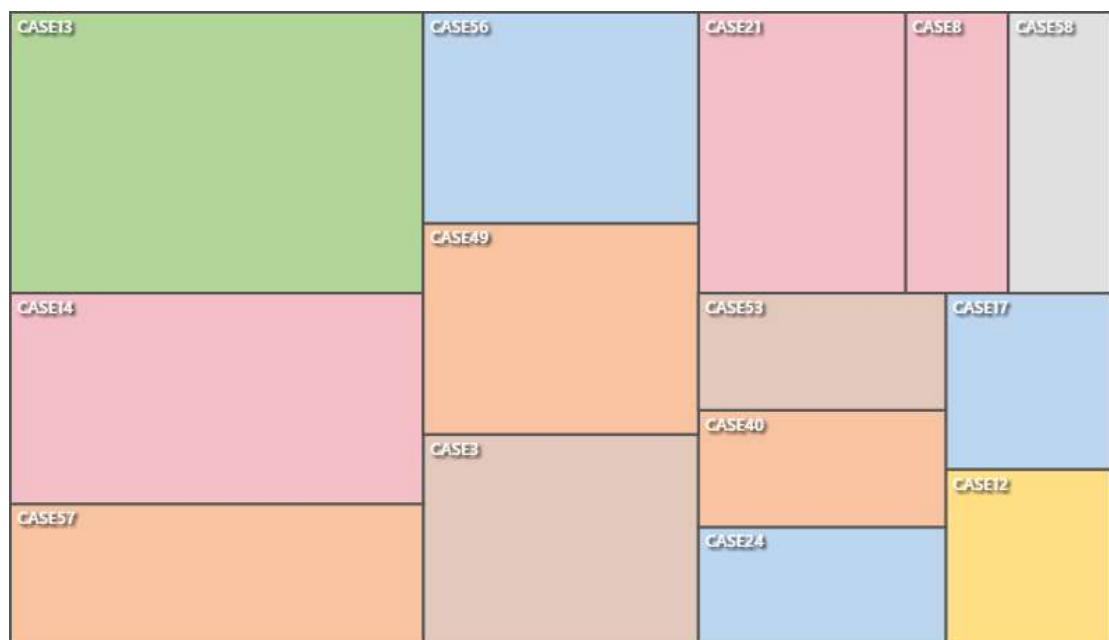
Figure 4.34: Hierarchy Chart of Files Compared by Number of Coding Frequencies
Source: Field data, (2020).

The hierarchy Figure 4.32 shows the number of files coded at a theme insists on good ethics and morals. The size of the rectangular decreases as you move from left to right. The larger the square box, the higher the coding frequencies. For example, the first left upper corner file had three coding references, while the bottom one had two. This tells us the unit of analysis who talked more about insisting on good ethics and morals by religion.

Sticking to good ethics and morals as taught by religious leaders can shape followers to be good, hard-working workers. Spiritual teachings can teach followers to avoid laziness and corruption. By doing so, they feel more motivated and continue to perform their responsibilities as required. Implicitly, by observing good ethics, they create a very conducive environment to work because it will minimize conflicts at the workplace as everyone is following properly good ethics and morals.

A study participant said;

> "……My religious belief teaches me good ethics and obedience….." (Interview, *CASE13, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years.*)

Another participant said;

> "…… Religious belief teaches me good ethics and morals, obedience, and trustworthiness……" (Interview, *CASE14, SEX: Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years.*)

Another participant said;

> "……Because of increased honesty and trust within the organization I feel much motivated to work here…." (Interview, *CASE40, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

Religious preaching denounces theft and fraud in the organization. The teachings critically condemn followers who are engaging in corruption, fraud, and embezzlement of funds. Preaching and religious books can instill a sense of fear to members and cause them to refuse accepting taking bribes or doing dishonest conduct in the organization. Furthermore, the teachings condemn theft. Workers involved in theft will cause the organization to fail to deliver services to patients; because employees will engage in stealing hospitals' properties that support service delivery. In doing so, religion is helping the organization to have good workers and

creating a conducive environment that makes it possible for quality delivery of services to patients.

A study participant said;

> "……..As I know, religions are against theft, jealousy, laziness, fraud slandering, and deception….." (Interview, *CASE14, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*.)

Another participant said,

> "…….Religion reduces corruption at the workplace…" (Interview, *CASE12, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years*).

Similar comments were made by the following participant:

> "……The religious belief of an employee can influence motivation as the employee develops a sense of fear for doing unethical and immoral conduct, such as accepting corruption…." (Interview, *CASE57, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years*)

Slandering and deception in the workplace are also condemned by religious leaders. They are about making false statements about other workers in the organization. The study found out that slandering and deception are doomed as they create mayhem, conflicts, and eventually unfriendly work environment that can demoralize employees. Thus, avoiding slandering and fraud as required by religious teachings will create a pleasant working environment where employees are motivated to perform and work hard. It will have positive benefits to the organization and the clients as they receive excellent services.

A study participant said;

> "….As far as I know, religions are against theft, jealousy, laziness, fraud slandering, and deception…" (Interview, *CASE14, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

Observing fairness and workers' rights as taught by religious teachings is something that was also applauded by study participants. Managers who abide by their religious beliefs are fairer and avoid jeopardizing employees' rights. The decisions made by leaders will always be appropriate for every employee. It will motivate employees to be committed and work hard for the benefits of the organization. Implicitly, fairness, and observing workers' rights will have trickle-down effects. In other words, employees who are treated fairly by the organization will also treat well patients and other clients.

A study participant said;

> "...Without religion, many people would commit crimes at the workplace without fear, like depriving workers' rights..." (Interview, *CASE57, Sex: Female, Age Group 30-39, Profession: Nurse, Experience10-15 years).*

4.6.4 Mild Influence or no Influence

The previous part jotted down the results, which demonstrated how religion could influence an employee's motivation. In a nutshell, religious teachings were believed to insist on hard-working and good ethics and morals in the workplace. These create suitable work environments that support motivation and excellent service delivery. In this part, there is an argument that religion has very little or no influence at all on employee motivation.

Figure 4.9 is an explore diagram that compares mild influence and no influence. The picture shows six cases whose data were coded at no influence, which means they reject that religion, can influence employee motivation. Three other cases code data on both no influence and mild influence; it means that they agree that it has minor

influence but also agree that religion does not influence motivation. Three other

cases code data only at mild influence, meaning that they agree that religion has a

minor influence. It is more elaborated in Figure 4.35.
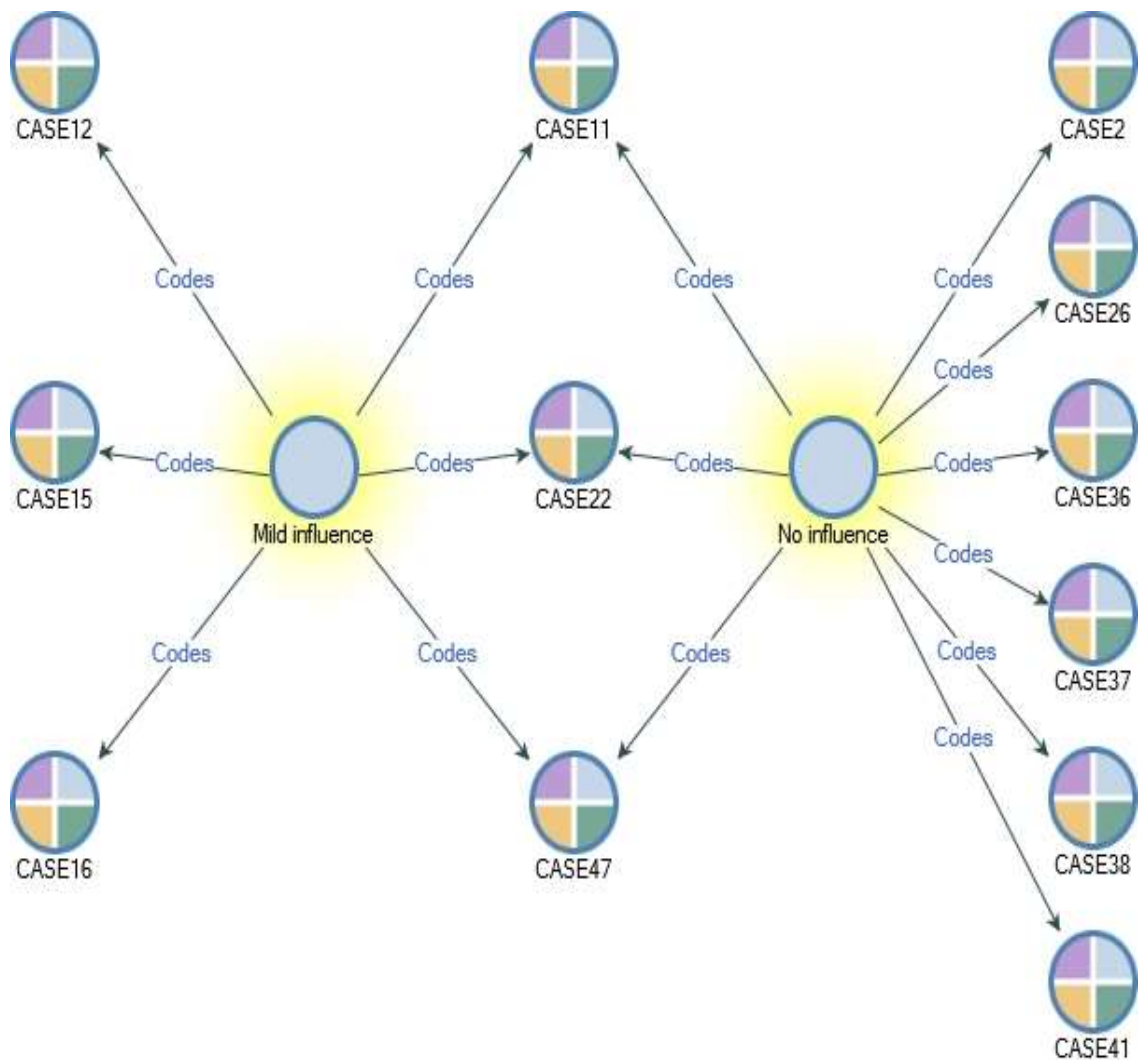
Figure 4.35: Comparison Diagram between Mild and No I Influence

Figure 4.35 shows an explore diagram which shows cases that that code data at mild

influence. The influence of religion on employees' motivations is mild. Its influence

is very invaluable in influencing motivation at the workplace.
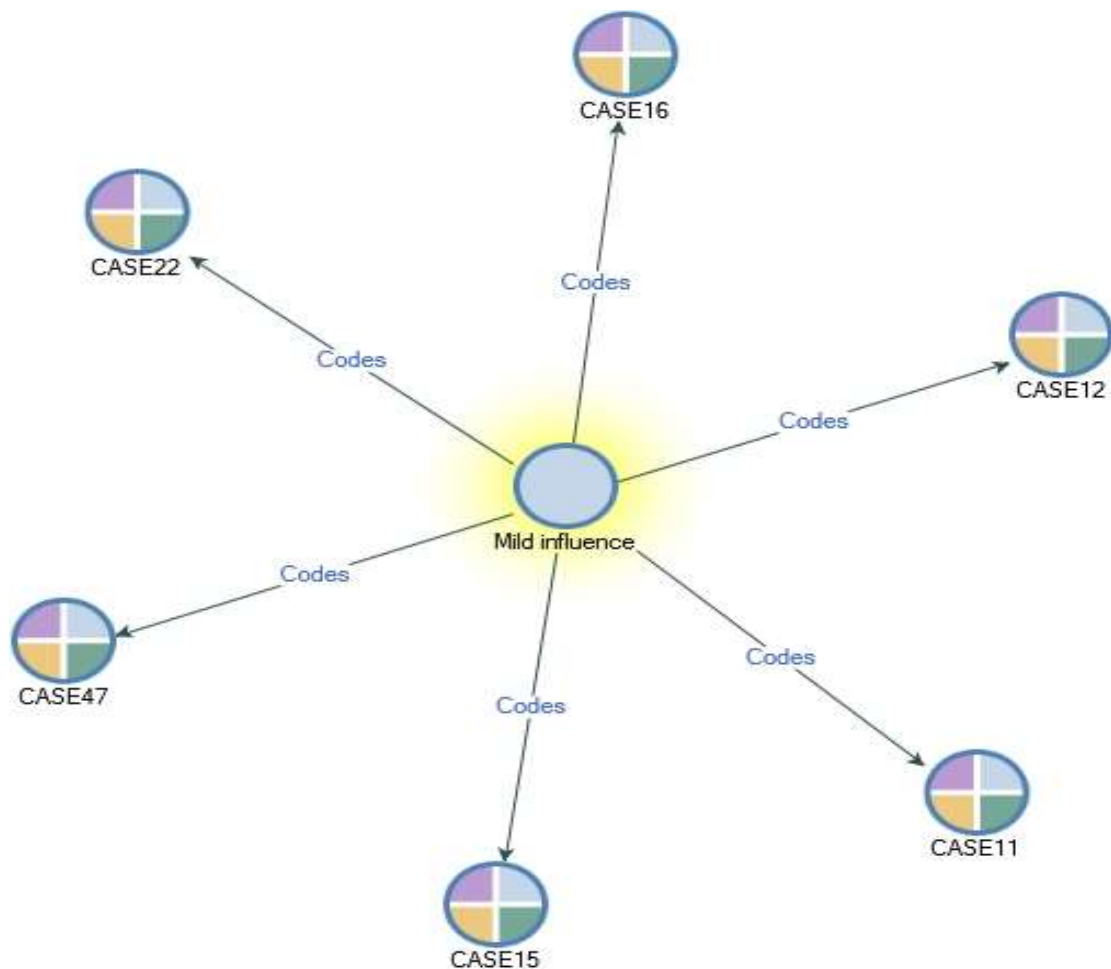
Figure 4.36: An Explore Diagram of Cases Coding at Mild Influence

On the other hand, some participants wholly denied. Six out of 57 participants said that there is no linkage between religion and employee motivation. Three others had mixed feelings meaning that it can influence motivation or way that is insignificant in the organization's performance or it cannot influence at all. Some of the participants who denied were five female participants with more than 15 years of working experience.

A female study participant said,

> "…..In our setting, this has not been a motivational factor…." (Interview, *CASE2, Sex: Female, Age Group 40-49, Profession: Doctor, Experience: More than 15 years*.)

Similar observations were made by the following participant:

"…..Religious beliefs do not influence employee motivation….." (Interview, *Case 36 Sex: Female, Age Group 50-99, Profession: Nurse, Experience: More than 15 years*).

Taken collectively and according to their experience, employee religion has never been a motivational factor in the workplace.

As one of the participants said:

"…..Religion does not matter in working place...." (Interview, *CASE37, Sex: Female, Age Group 50-99, Profession: Nurse, Experience: More than 15 years.)*
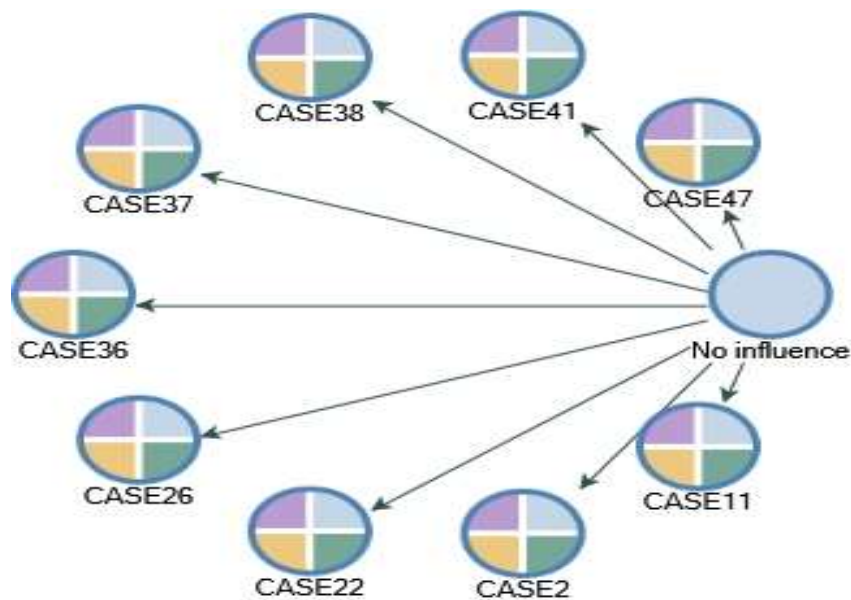
Figure 4.37: A Project Map: No. Influence Case Connections
Source: Field Data, (2020)

A project map for a theme no influence shows connections with the units of the analysis (cases).

Synthetic is a situation where an employee may use religion as a way to hide their actual behaviour. This means that they pretend to be good in front of the management using religion. In this case, they are seen as good people, but in reality,

they are acting. In so doing, religion is not playing any role of influencing employees

rather than discouraging others.

A participant said,

> "…..Religion can shape somebody to work in a comedy way…..”
> (Interview, *CASE41, Sex: Female, Age Group 30-39, Profession: Nurse,*
> *Experience: Less than a year*).

4.7 Workplace Management and Employee Motivation

In the previous part, findings for research objective three were elucidated, showing

how customs and values influence employees' motivation. In this section, results for

research objective four are documented. The aim is, how workplace management

influence employee motivation does. Two main themes were developed: affirmative

influence and reformative influence. The affirmative influence had several

subthemes: proper management, conducive environment, and communication. On

the other hand, under the adverse influence, there is unfriendly leaders and

environment.
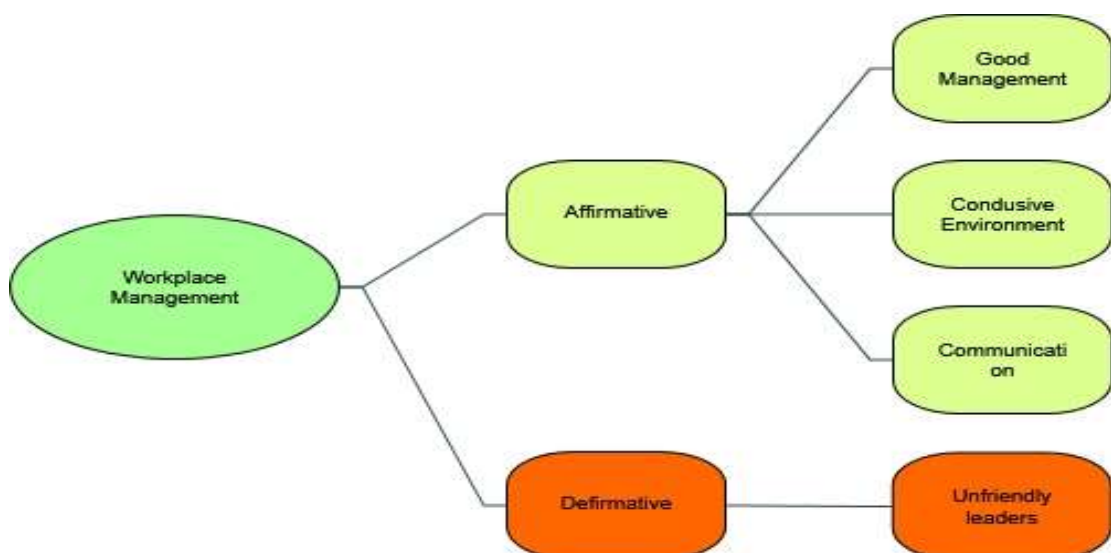
Figure 4.38: A Mind Map of Workplace Management and Its Sub Themes Affirmative
and Reformative Influences on Employees Motivation
Source: Field Data, (2020).

4.7.1 Affirmative Influence of Workplace Management

Affirmative refers to agreeing that workplace management can positively influence employees. Numeric analysis of the dataset shows that 40 out of 57 participants agree that workplace management can influence employees' motivation in public hospitals in Dar es Salaam. Out of the 40 participants, 30 were females, and only 10 were male participants. Ten out of 30 females had more than 15 years of working experience, and eight other females had 10 to 15 years in the medical industry. Seven had four to nine years of working experience, as shown in the Figure 4.27.
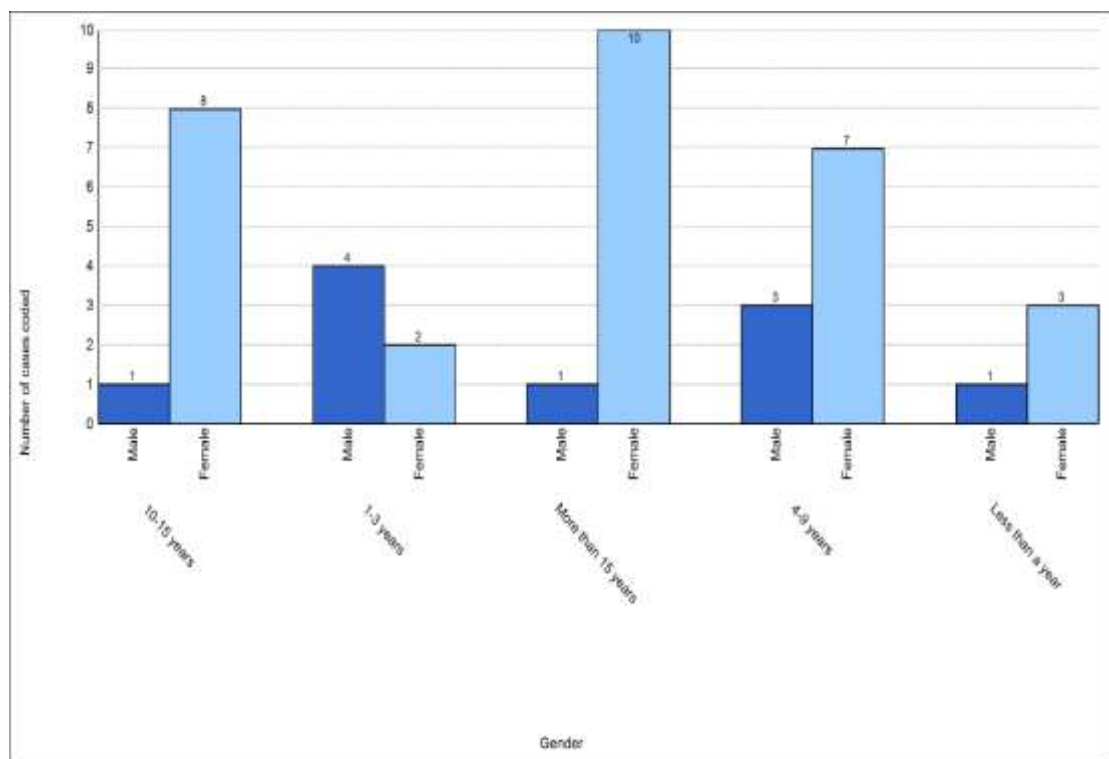
Figure 4.39: Affirmative Influence – Coding by Case: Gender and Work Experience
Source: Field data, (2020).

The affirmative influence had several subthemes: proper (good) management, conducive environment, and communication.
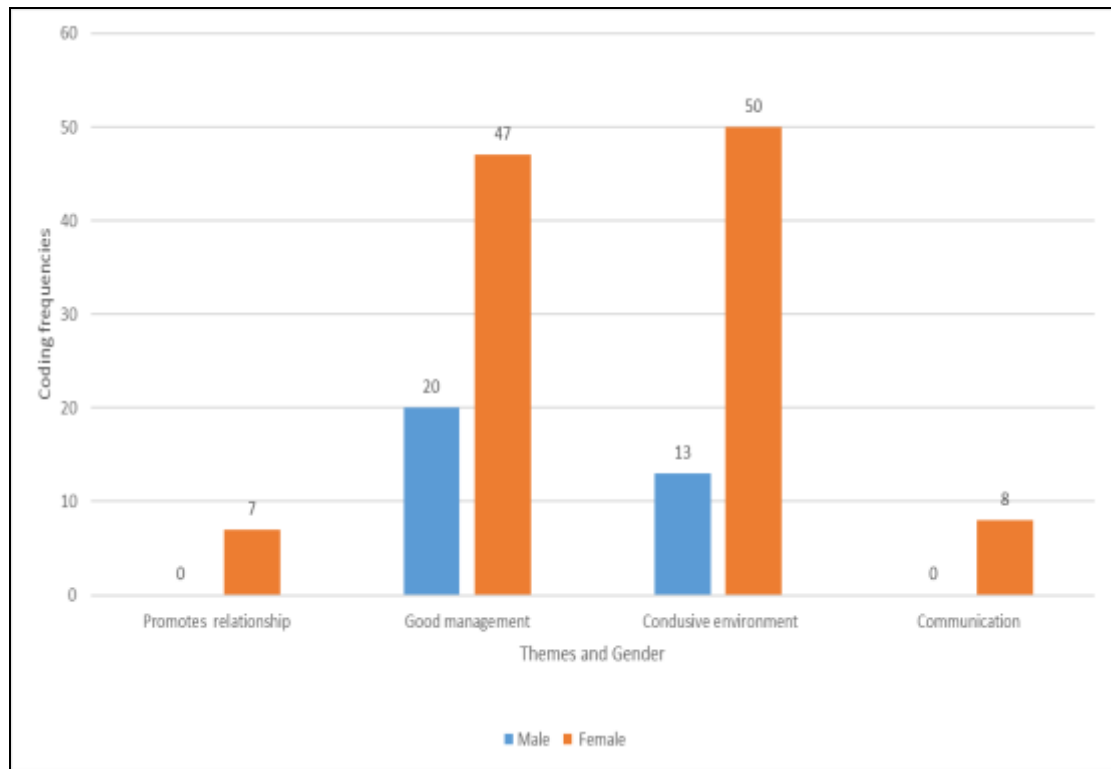
Figure 4.40: Matrix Coding Query Chart Showing Four Sub Themes of Workplace Management against Gender
Source: Field data (2020).

The Figure 4.40 indicates that good management and a conducive environment have higher coding frequencies compared to the two other subthemes (promotes relationship and communication). Moreover, in all themes, female participants dominated the discussion as indicated by coding frequencies in the Figure 4.40.

4.7.2 Good Management

Good management in the workplace was identified as one of the most crucial elements in workplace management when it comes to influencing employees' motivation. This is indicated by a numeric analysis of the dataset that shows that 35 out of 57 participants said that good management could influence workers'

motivation. Out of the 35 participants, 25 were female participants. Furthermore, female participants with more than 15 years of experience had higher coding frequencies (18) followed by those with four to nine years of experience (16). This means that they used their lived experiences to talk more about proper management and its ability to influence employee's motivation than the other groups, as shown on Figure 4.41.
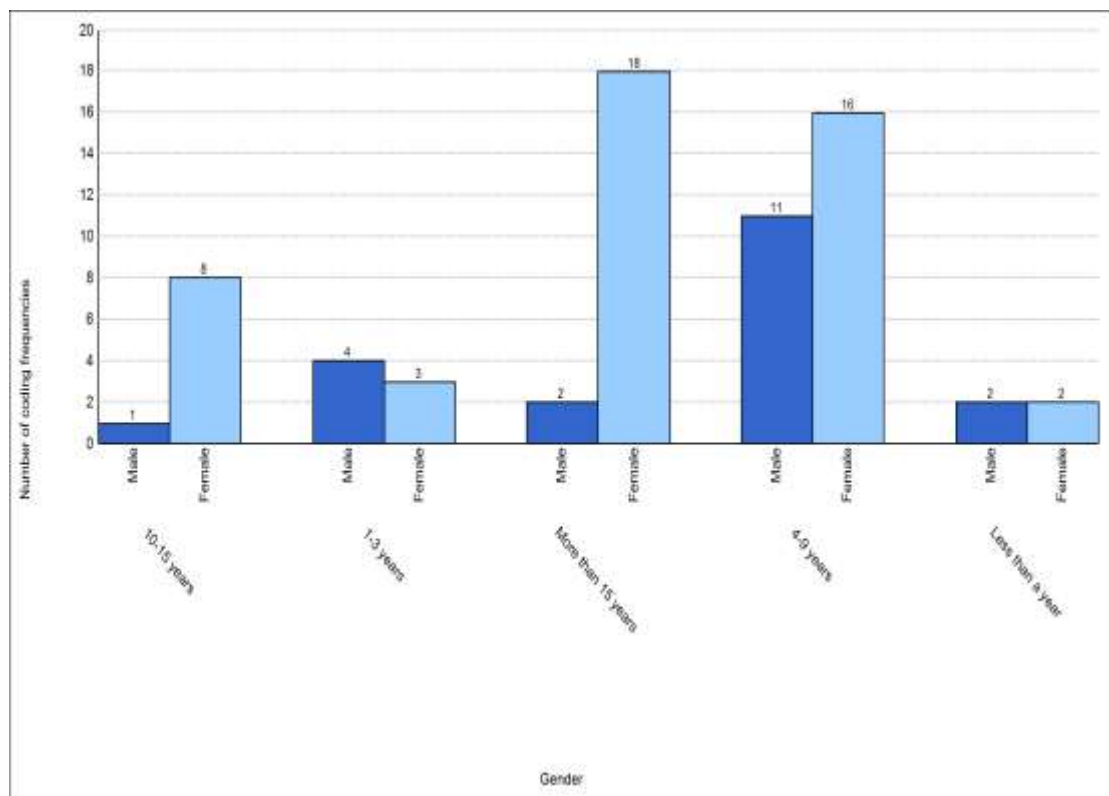
Figure 4.41: Good Management: Coding by Case: Gender and Work Experience
Source: Field data, (2020).

Moreover, most of what they talked about proper management included the following: good supervision of regulations and policies, respect employees' contributions, nature of human beings, provision of incentives, and lack of segregation.
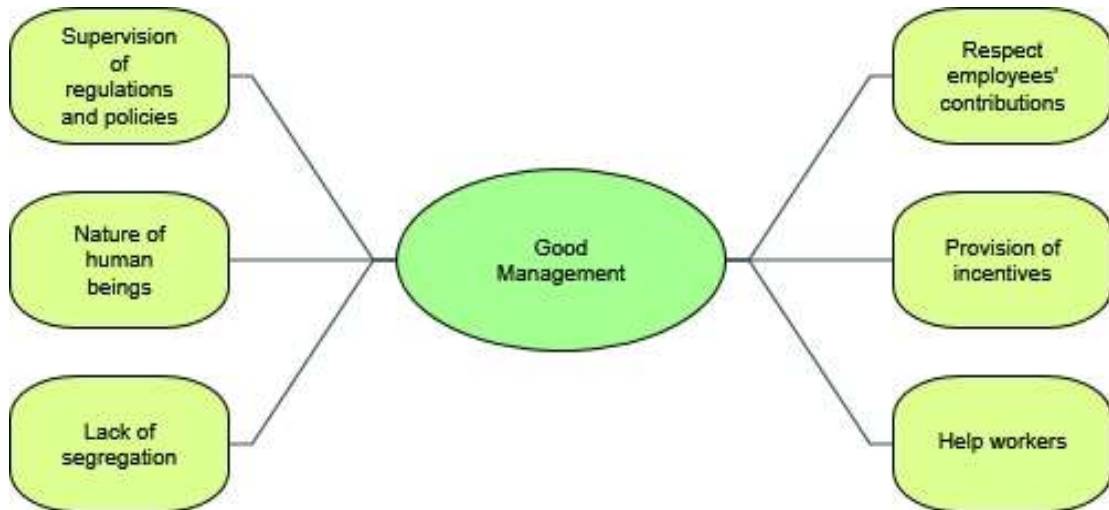
Figure 4.42: Good Management and its Subthemes

Good management at the workplace is expected to provide excellent and fair supervision of regulations and policies across the organization. The numeric analysis found out that eight out of 57 participants pointed out that it is only blameless supervision of the available rules, which can influence employee's motivation and eventually increase work performance. Five out of the eight participants are females, and three are males. Female participants viewed that proper management will ensure that it is in charge of supervising policies and other regulations. The act will help to create an environment that each employee observes regulations in fulfilling his or her responsibilities.

A study participant said,

> "……It will supervise well to make sure that regulations are followed…." (Interview, *CASE15, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 4-9 years*.)

Another study participant said,

> "….If you have good and open leadership, it brings work motivation and efficiency…." (Interview, *CASE23, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

Another participant said;

> *"....There will be no work motivation in the workplace if there is no good leadership because everybody will want to dominate another person. Nobody will want to be subservient to the other person...."* (Interview, *CASE57, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years*).

Furthermore, male participants associated proper supervision and accountability at the workplace. Repeated reading of the transcripts found out that good management forces employees to be accountable at the workplace. Responsibility was also linked with increasing discipline at the organization. Implicitly, disciplined employees are expected to be good employees who adhere to regulations and policies in carrying out what they do in the organization.

A study participant said;

> "…..Workplace management influence employees to be accountable to work that increases work discipline and effectiveness…." (Interview, *CASE34, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years*).

Human beings, by nature, need to be supervised. Twelve participants out 57 said that it is the nature of human beings that demands to be managed. Eight out of the 12 participants are female, and only four were males. The thematic analysis found out that if employees are not well supervised, they will not perform their responsibilities. So it is the nature of human beings that always need someone to supervise them. In this case, proper supervision will influence employee's motivation at the workplace.

A study participant said,

> *"……People want to be supervised to carry out their responsibilities, so if there is no proper management, many tasks will not be performed because of laziness..."* (Interview, CASE10, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience1-3 years).

Another participant said,

> *".......It helps the employee to accomplish specific tasks since there's influence by the workplace management choose to learn and attain goals...." (Interview, Case 39. Sex: Male, Age Group 20-29, Profession: Health Manager, Experience1-3 years)*

The study also found that participants view leadership as the head of the family who manages everything so that children are in the proper direction. It is the same as leadership in the organization. It makes everything possible to keep the organization running, and employees receive what they need to carry out their duties.

A study participant said,

> *".....Leadership is critical in making sure that employees continue with their responsibilities. As you know, an organization is like a family; a father or a mother must be there so that children are in the right direction. These increases work motivation and efficiency..." (Interview, CASE11, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years).*
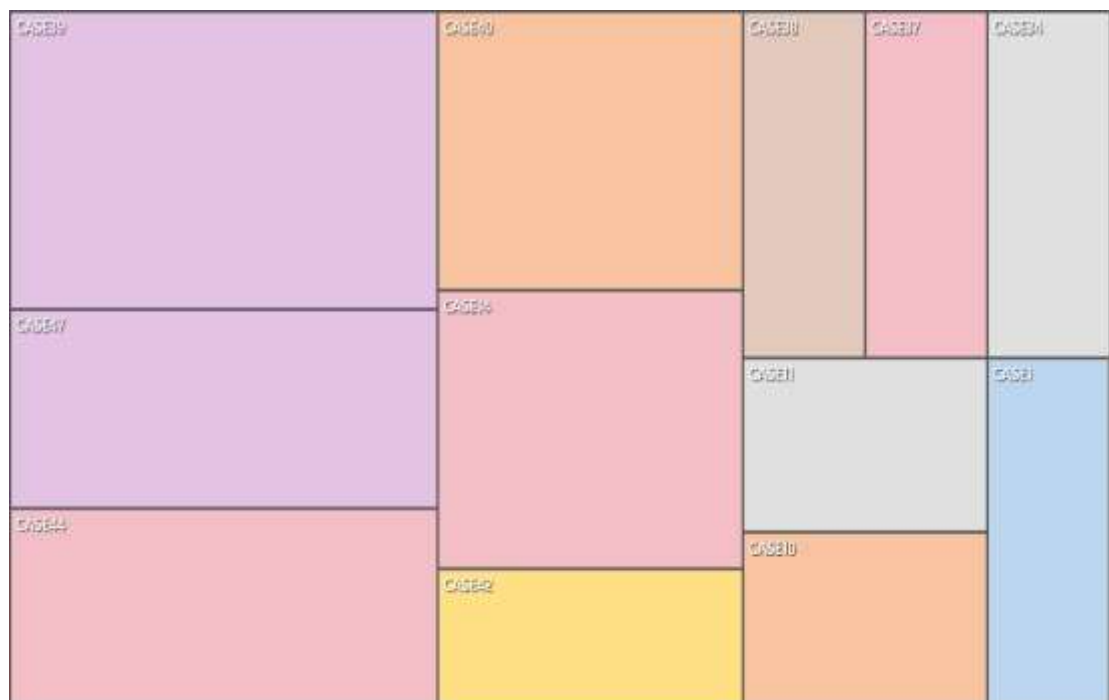
Figure 4.43: Hierocracy of Chat Files Coded at the Nature of Human Beings

In the hierarchy Figure 4.41 it shows the number of files coded at the nature of human beings. The larger the box, the higher the coding frequencies. Also, the size of the boxes decreases in size as you move from left to right, which indicates that coding frequencies decrease. In other words, cases with large boxes talked more about the nature of human beings that creates the need for good leadership in the organization.

Besides the nature of human beings, which the study found out that it requires leadership at the workplace; lack of segregation was also mentioned as a vital element of good leadership. The thematic analysis found that workplace management, which is fair to every employee, will positively influence motivation. The outcome will be people working very hard to accomplish personal and organizational goals of serving human lives. However, any elements of segregation will jeopardize all hard-working spirits from employees.

A study participant said,

> *"………Leadership in the workplace will motivate workers. I mean, if it is good, which does not segregate, it is fair and respects the contributions of every person…."* (Interview, *CASE14, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*).

Another participant said;

> *"……Workplace management will only motivate employees to work if it will not segregate employees…"* (Interview, *CASE 15 Sex: Female, Age Group 30-39, Profession: Nurse, Experience 4-9 years*).

The provision of incentives and respecting workers' contributions is another factor of proper management. The incentives are things that encourage employees to work hard so that to improve the provision of health services. Eleven out of 57 participants

affirmed that the provision of incentives could influence motivation. The study found out that incentives can be in monetary form or any other form such as training and off. Moreover, the study found that respecting workers' contributions is vital in influencing motivation. Employees feel respected as their contributions are incorporated in everyday activities.

4.7.3 Creating a Conducive Environment

Besides proper management at the workplace, creating conducive environments for medical workers was among the critical features of workplace management, which can influence employees' motivation. Arithmetic analysis has shown that 33 out of 57 participants discussed the necessity of having a conducive environment as a means to motivate employees. Twenty-five out of 33 were female participants, some of them with many years of working experience in the health sector, 10 to 15 years and more than15 years, as shown on the Figure 4.44. Eight were male participants, as shown on the Figure 4.44.
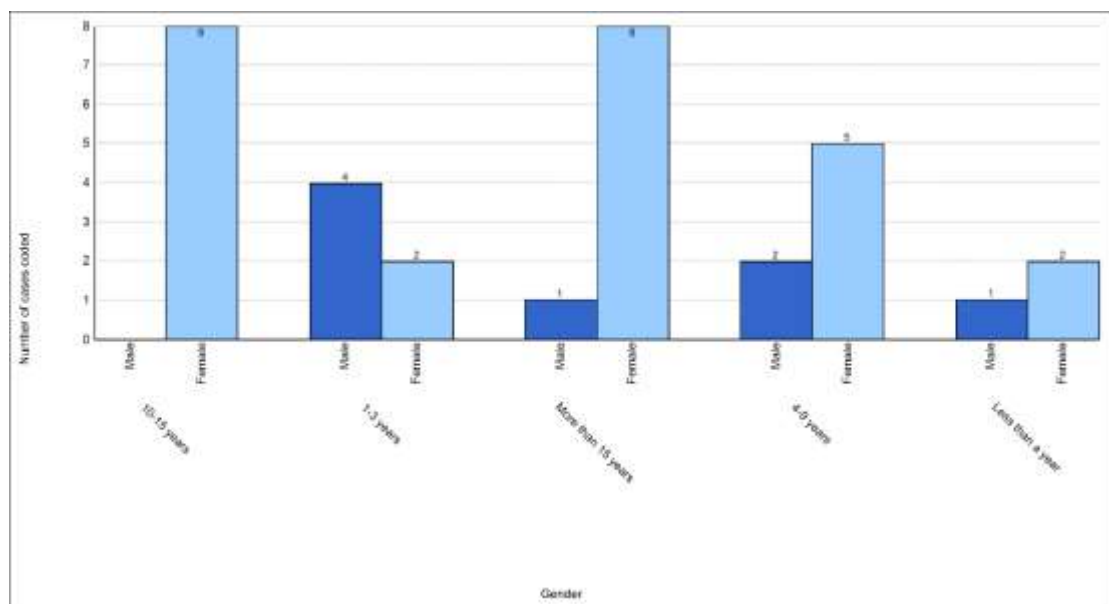
Figure 4.44: Conducive Environment -Coding by Case: Gender and Experience
Source: Field Data (2020).

Thematic analysis of the dataset found out that creating conducive environments include: staffing, medical equipment and supplies, and safe environment. These are further explained later in the section.
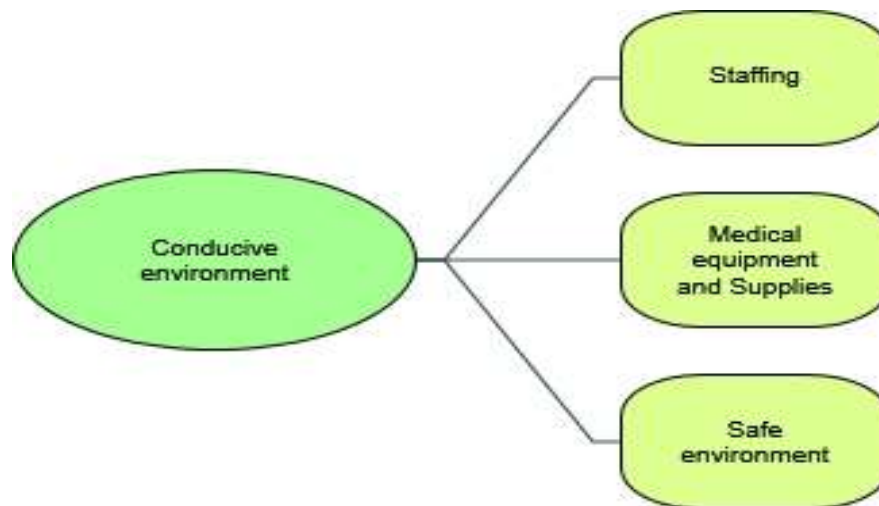
Figure 4.45: A Mind Map of the Conducive Environment and its Sub Themes: These Are the Factors That Influence an Employee's Motivation

Figure 4.45 shows the coding frequencies of the three components of the conducive environment. A safe environment and medical equipment and supplies have higher coding frequencies.
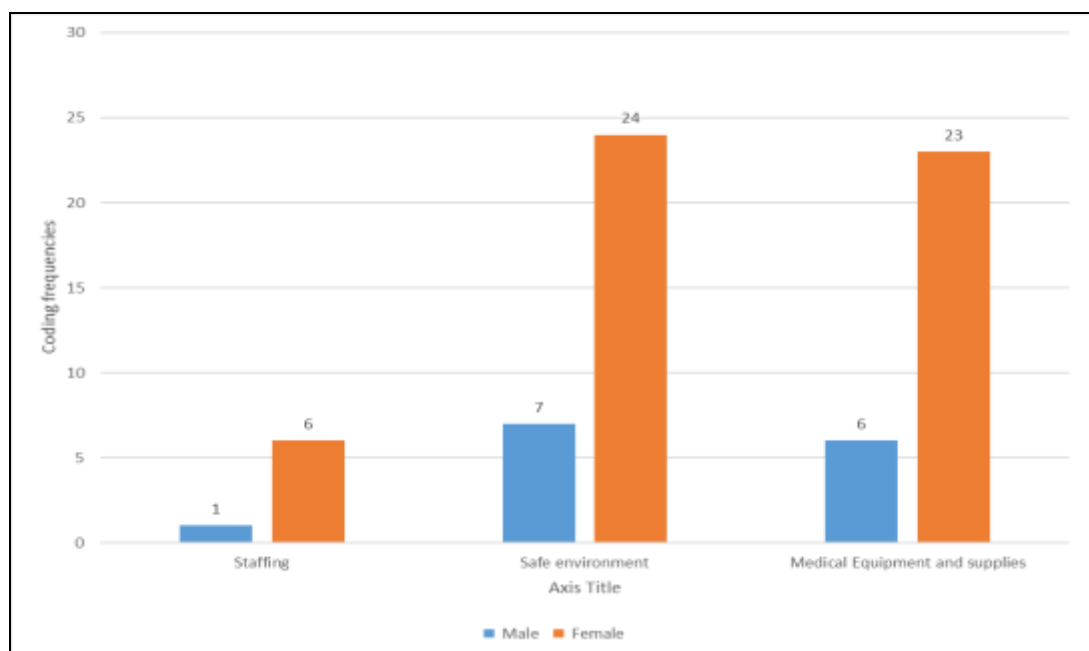
Figure 4.46: Conducive Environment

A conducive environment is also about staffing in hospitals. The study found that staff is the service providers in the health organization. Workplace management must facilitate and ensure that there is a sufficient number of employees.

A study participant said,

> *".....Availability of committed, knowledgeable and skilled staff promotes work morale and motivation.....”* (Interview, *CASE34, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years*)

Medical equipment and supplies are also the most crucial part of workplace management. Repeated reading of the dataset found out that having staffed and a clean environment is not enough. The administration needs to ensure that all necessary equipment is available for use at any time. The availability of materials will influence employees' motivation. They will work hard to provide the required services using the available tools. Furthermore, enough equipment will make delivery of the health services more comfortable.

A study participant said,

> *".......Having good facilities needed for a given work results in a good performance and good motivation……"* (Interview, *CASE47, Sex: Female, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*.).

Another participant said,

> *"……Presence of equipment and supplies motivates employees at the workplace…."* (Interview, *CASE48, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 10-15 years).*

Workplace management should also focus on creating very safe environments for medical workers to operate. The study found out that safe environments can

influence employees' motivation. They reduce injuries in the workplace. If situations are secure, employees are encouraged to work without worries about their wellbeing. They will use enough time to provide services than taking time to struggle to avoid injuries as they provide services to patients.

A study participant said,

> *".....The work environment can influence employee motivation in the way that they feel they are at a safe place, secure place, and proper ventilation...."* (Interview, *CASE42, Sex: Male, Age Group 50-59, Profession: Nurse, Experience: More than 15 years*)

Another participant said,

> *".......A clean environment would motivate the workers to work, and vice versa....."* (Interview, *CASE34, Sex: Male, Age Group 20-29, Profession: Health Manager, Experience 1-3 years*)

4.7.4 Communication

Communication is an integral part of workplace management, which influence the employee's motivation. Seven out of 57 study participants talked about how communication improves motivation at the workplace. It was found out that communication can be top-down where instructions are conveyed from the top management to employees. The instructions might be directions for doing particular activities or procedures to follow.

A study participant said,

> *".......By instructing what we are supposed to do......"* (Interview, *CASE48, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 10-15 years*).

Besides just passing down instructions, the study found out that it is crucial to have excellent communication between the staff and the management. It can help

employees to open up their views and discuss the best way of carrying out a particular service. In so doing, employees will be motivated and will improve work performance.

A study participant said,

> *"... Discussion of workplace issues through the meetings…."* (Interview, *CASE38, Sex: Female, Age Group 30-39, Profession: Nurse, Experience 10-15 years*).

4.7.5 Reformative Influence of Workplace Management

The previous part documented the positive impact of workplace management. In this section, the negative impact which hinders employee's motivation is presented. Six out of 57 participants did not agree that workplace management can influence employee motivation. Five of them are females with 10 to 15 and more than 15 years of working experience. The thematic analysis found that unfriendly leaders and the environment can affect employees' motivation. If leaders of the organization are not friendly and welcoming, employees will not feel like part of the organization, and therefore, it will affect work performance.

A study participant said,

> *"……..If there is bad leadership cannot motivate employees, you will not work efficiently….."* (Interview*, CASE25, Sex: Female, Age Group 40-49, Profession: Nurse, Experience 10-15 years*)

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Chapter Overview

This chapter is focused on discussion of the study findings of the qualitative research which has been presented in the previous chapter. The chapter brings on board the information which were collected through interview method, interpreted, analysed and presented in the previous chapter. These chapters provide for comparison and contrast with what other studies or scholars have found or have not found as presented in literature review chapter and provides for a summary of what has been discussed in the previous chapters. The discussion of the findings was drawn from the study specific objectives and specific research questions. The discussion below was presented basing on the flow of the research questions and objectives.

5.2 Ethnicity Influence on Employee Motivation

The specific objective under this sub section was to explore ethnicity influence on employee motivation. The specific question under this sub section was how does ethnicity influenced employee motivation. The findings indicated that ethnicity influenced employee motivation in public health sector. The findings were supported by the studies of Onuoha *et al* (2016) who found that nurses motivation in Trinidad and Tobago were influenced by ethnicity. In additional, Bakar (2013) found that ethnicity influenced employee motivation. Similarly, Jones, *et al* (2009) found that different ethnic groups had different motivational preference.

Ethnicity has strong influence on employee motivation in the public health sector. Ethnicity is deep rooted in children up bringing where one learns work related

aspects and motivation behind doing that work from parents and people around him or her. The study findings were similar to Bethel (2019) who observed that, childhood experience continues to be stable in adulthood life including work behavior, motivation and perception. In addition, the current findings were supported by the study of Hofstede (2011) and Idang (2015) who observed that, as a child grows, work culture is instilled in him or her from the activities of the members of that particular society.

Children up bringing form the basis of ones cultural life, psychological willingness to do something, stimulates behavior and other personalities related to work motivation. This argument is supported by the work of Toode (2015) and Health field (2015) who found that work motivation was associated with self-willingness to work, behavior that determine both verbal and physical response at work which stem from individuals' background.

The current study has indicated that children up bring vary from one ethnic group to the other. There were very rare known studies which have explored a direct link between children up-bringing and future employee motivation. For example, the study of Bethel (2019) was much focused on health-related issues however the interpretation of the findings was much similar at a different perspective to this study in that child nurturing influences adulthood behaviour. The previous visited studies had not explored how a child up bringing shapes the future work behavior in adulthood. The interpretation of the data with regard to employee motivation has revealed that children upbringing was an informal home-based school where different varieties of works and work behavior were learnt by children.

Children learnt and imitated the work behavior demonstrated by their parents and society members in that social setting and continued over life time in an individual including workplace behaviour. When the informal learning supports good work behavior then the children adopted positive work behavior. The result of childhood learning from the society is what later shaped the employee's work attitude and motivation.

Furthermore, basing on the views of majority of participants, children whose background were from hard working ethnic group were more likely to demonstrate the same hard-working spirit at work and would be motivated to work. In addition, ethnicity through children upbringing to a greater extent influenced the nature of management practices demonstrated by a person whose background had a certain management ways and methods. The study findings from majority of the participants indicated that there was a momentous and robust link between the way children were brought up and future employee motivation perception.

The study established that ethnicity influenced team spirit at workplace which thereafter stimulated employee motivation. Previously visited studies have not shown the link between ethnicity and work team spirit. The findings of this study revealed that team spirit was grounded on shared culture, language, socialization, identity, social bond and instructional adherence. The study indicated that employees who shared the same ethnic background and spoke the same language had common cultural values which brought *Sex: Male, Age Group 20-29, Profession: Health Manager, Experience1-3 years*)them together. In addition, culture and language brought the sense of oneness among employee hence team spirit became higher and

the same arose motivation. It was also discovered that individuals who had different ethnic background were less glued to team spirit because they lacked commonalities in cultural values. The study impliedly suggests that in multicultural workplaces managers would be required to use various approaches to develop team spirit among employees at workplace. Embracing team spirit and upholding national culture in a culturally diverse workforce could be among the approaches managers might use to instill team spirit amongst employees in public health sector.

The study established that ethnicity facilitated socialization which thereafter stimulated team spirit and employee motivation. Previous visited studies have not established the link between ethnicity and employee socialization. The findings of this study indicated that individual who shared the same ethnic background were easily socialized and could build team spirit which led to employee motivation in those social settings. The study revealed that common understanding and values formed the pillar of socialization, team spirit and employee motivation. In addition, the study established that employees who share the same ethnic identity had a desire of working together because they had common cultural experience which originate from their environment and had gained strength at workplace. Furthermore, impliedly individuals who belong to the same ethnic group feel more connected and had higher willingness to work as a team because they share ideas, feelings, values and perception which later stimulates employee motivation.

The study established that ethnicity influenced career development which led to employee motivation. The study revealed that ethnic background had significant influence on career development and motivation. It was found that some ethnic

group members who had secured employment in certain career influenced other ethnic group members to follow their path. In addition, it was found that individual joined their current jobs because members of their family were in that career or the career was perceived as prestigious by their ethnic members. Furthermore, it was revealed that the career path or growth was also motivated by the experience of those who had secured those positions who came from their ethnic group. The following theoretical construct model was proposed for specific objective one on ethnicity influence on employee motivation in Tanzanian public health sector.
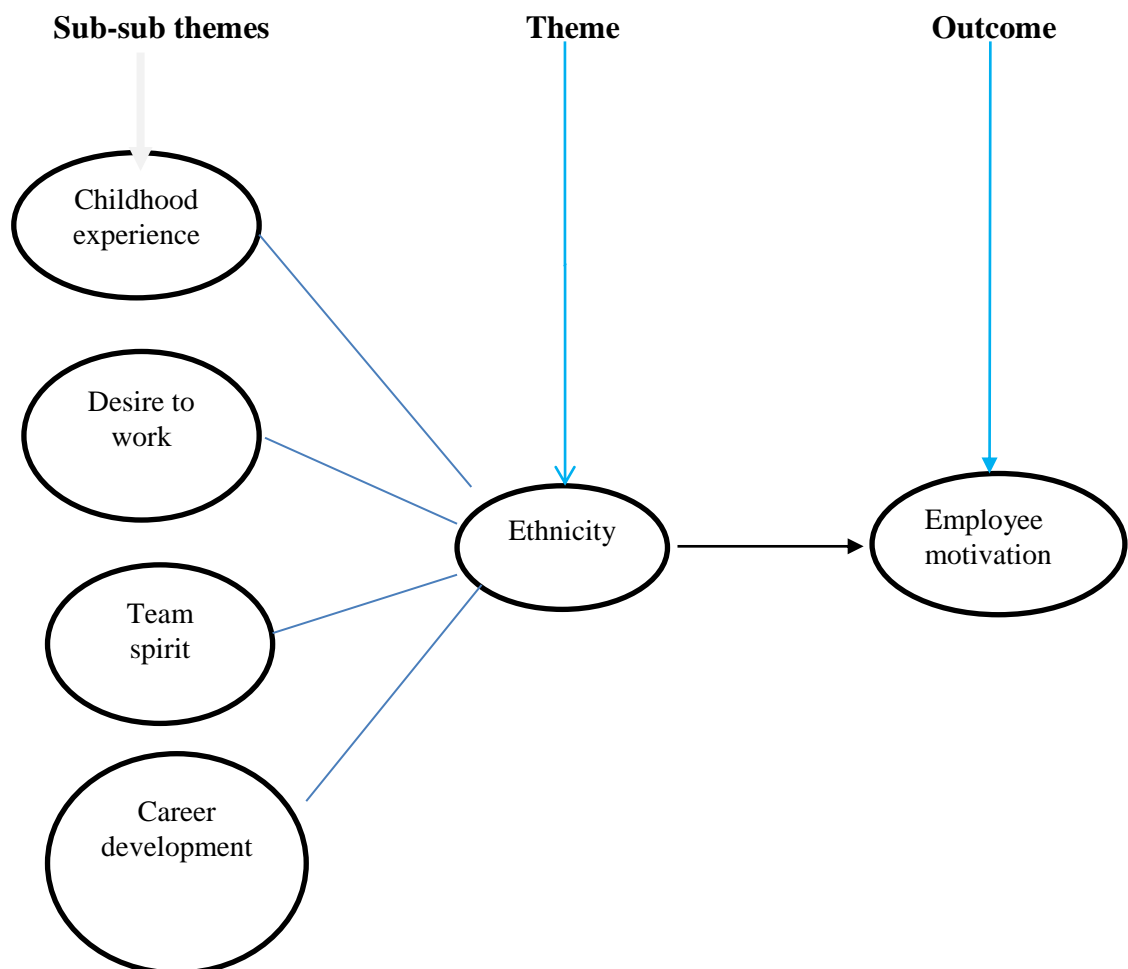
Figure 5.1: Ethnicity Influence on Employee Motivation
Source: Field research data (2020).

5.3 Negative Influence of Ethnicity

The study found that ethnicity has negative impact when not well addressed or when members abuse it for personal gain. The study established that ethnicity may lead to tribalism which would result into favouratism for those belonging to same ethnic group and segregation for those who come from different ethnic groups. In addition, those who felt they did not belong to the favoured ethnic group would become demotivated. The findings were supported by Shahda and Myers (2017) who found that work priorities were given on the basis of ethnic identities and the result was who felt not part of that ethnic identity became less motivated.

In addition, the study established that where ethnicity had not been well addressed would lead into nepotism. The study indicated that nepotism would manifest itself form management practices where friends, relatives and employees who come from the same ethnic group as that of the manager would be favoured. The study findings were found to be similar to the study of Shahda and Myers (2017) on ethnicity in Lebanon. The study suggested that those who would feel neglected would become demotivated. Furthermore, the study established that ethnicity was more likely to create antagonistic groups at workplace where the favoured group would tend to feel they were superior to other employees who did not belong to their ethnic category. In addition, the favoured group would violate work regulations and impair work motivation to other employees.

The study findings established that ethnicity has both positive and negative influences on employee motivation. In addition, younger generation working in public health facilities were found not to be deeply connected to the ethnic

background and therefore to them ethnicity was insignificant factor for employee motivation.

5.4 Customs, values and employee motivation

The second specific objective of the study was to explore customs and values influence on employee motivation in public health facilities in Tanzania. During the research process customs and values were separated so as to provide a more in depth and comprehensive understanding on how the two sub themes influenced employee motivation. Therefore the two sub themes were discussed separately in this sub section.

5.4.1 Custom and Employee Motivation

The aim of this sub theme was to explore on how did custom influence employee motivation in the public health facilities. Through inductive and deductive approach, the sub theme custom led to emergence of sub sub- themes which were concern for others, showing appreciation, good cooperation and individual achievement.

5.4.2 Concern for Others

The study established that concern for others had robust influence on employee motivation. There were very rare studies on concern for others as an element of employee motivation in public health sector in Tanzania. The study established health workers developed a sense of having concern for others as part of their custom. In addition, the study suggested that concern for others was an internal driven behavior from an individual emanating from the customs of employees in that social setting.

In addition, concern for others was manifested in the ways in which employee had love with one another and how the management indicated friendship to the employee. Showing friendship to employees tended to stimulate good relations at work and made employee more engaged at work, that friendship increased employee motivation. In addition, it was argued that when employee feel a sense that their co-workers and management show concern to them, the feeling of joy would arise and motivate them to work. Furthermore, the study had shown that concern for others would lead into fair remuneration and the employee would feel his or her contribution to work being valued. In addition, concern for others drove employees to feel that they were not despaired, and that brought a feeling of a happy work life and increased motivation.

Furthermore, concern for others led to peace of mind amongst employees. The later led to minimum employee complaints as well as minimized work place related stress which could negatively affect their work motivation. The study established that when an employee felt being listened and valued in his or her work place then the feeling of being recognized for his or her contribution in the health facility service provision was developed. And that touched the hearts of the employees and increased motivation.

In addition, feeling a peace of mind led to increased work involvement and participation. The study suggested that when an employee felt he or she was involved in certain work decision and had participated in implementing that decision he or she would increase the level of employee motivation at workplace. Furthermore, when an employee felt that his or her effort and service were accepted

at work his or her peace of mind grew so would be with his or her motivational feelings towards work.

5.4.3 Expression of Appreciation

Expression of appreciation from management, coworkers and patient were found to have positive influence on employee motivation. The findings were similar to the study Flisak and Bjerkhage (2012) who found that Swedes employees were motivated by appreciation. In addition, the current study findings were similar to the study by Winn *et al* (2018) who maintained that employees were motivated by appreciation. Furthermore, the study findings were similar to Sirili, (2020) and Mpembeni, *et al.,* (2015) who found that health workers were demotivated by lack of appreciation. In the current study the theme expression of appreciation had three sub-themes which emerged during the current qualitative study. The sub themes were; positive feedback, increase willingness to work, improved work performance and feeling valued and recognized.

Appreciation demonstrated through positive feedback and timely dissemination of information regarding employee's work performance was found to be the primary factor influencing employee motivation among health workers. The findings were similar to the findings of Karimi (2013), Mutuku and Mathooko (2014) and Kumar (2013). Positive feedback was seen to influence a health worker to feel his or her service was of value to the eyes of the management, coworkers and clients. In addition, positive feedback compelled employees to feel joy and happiness towards their work and made them continue working with determined effort and acceptable work behaviour. Positive feedback provided a room for the employee to know how

well he or she was doing as well as providing an opportunity for learning on how best he or she would provide best services to the health facility. Expression of appreciation through positive feedback as discussed in the current paragraph had significant influence on health workers motivation.

Expression of appreciation had constructive influence on health workers motivation. Expression of appreciation stimulated intrinsic willingness and desire to work among employees. The manner in which the appreciation was demonstrated in particular friendly words increased the desire and willingness to work more especially in handling health challenges such as helping patients with human diseases which had no cure or vaccine in place for example COVID-19, HIV just to mention a few. Appreciation drove employees to risk their lives in the course of achieving work excellence since they had a feeling of willingness and desire to work.

Expression of appreciation influenced improved work performance among health workers. Appreciation had a direct link to good job, therefore when an employee was appreciated for what he or she did it attracted employees to take responsibility for their job. Appreciation led to other workers to be attracted to work better and increased their efforts, confidence as well as making the management delegate more responsibilities to employees.

5.4.4 Feeling Valued and Recognised

The study established that health workers who felt valued and recognized demonstrated remarkable work motivation at their workplace and to the community they served. The study findings were similar to the work of Aryan and Singh (2015;

Ibra and Khan (2015); Githure (2014) Kumar (2013) Shah *et al* (2016); and Kitsios and Kamariotou (2021) who found that employee was motivated by recognition from the management, co-workers and the community. However, the visited studies were focused only on recognition and had ignored the other element which was feeling being valued. From the standpoint of the current study being recognized without being valued was found to have low level of employee motivation than being valued and recognized. The study findings established that recognition was of great contribution to employee motivation in particular when employee felt valued and recognized. Furthermore, during the research process it was learnt that recognition alone could not provide a sound influence on employee motivation but it also required to be coupled with employee's perception of feeling valued.

In addition, when employee felt valued and recognised, they would develop positive perception on motivation and would also increase their efforts toward work for the benefit of the health facility and the community as a whole. Being valued and recognized made health workers to feel that they had unique and special contribution at work as well as to the health facility and the community which they served. Being valued and recognized created friendly work environment which enabled the health workers to demonstrate their knowledge, skills and good attitude in service delivery to the management as well as in handling clients.

5.4.5 Individual Achievement

The current sub theme explored how individual achievement influenced employee motivation. The study findings suggested that employees were motivated by the achievements they attained through their work. The findings were similar to the

study by Hunter *et al* (2012) who found that employees who desired for achievements were more motivated by the achievement they attained at work. The current qualitative study established that health workers join health facilities with two major goals in common; one goal was to achieve their person desire and second to achieve the health facility's goal. The two goals needed to be achieved at the same course of time. Personal goal was found to be attained through achievement related to a particular work. The study suggested that health workers were motivated when their goals were being attained through the work they had done. The effort of the health worker would tend to increase basing on the levels of the achievements of his or her personal goals. Failure to attain personal goals was found to create work deviant behavior. In addition, individual achievement was found to make health workers happy and proud of their work. The study suggested that happiness and being proud of the work influenced employee motivation.

Furthermore, the study established that individual achievement was a benchmark for other employee to learn and copy what and how the successful person had done to attain his or her goals; as a result health worker would be motivated to render the best service to the management and client in order to attain what their co-worker had achieved. In addition, individual achievement motivated other employees to build work confidence, strength and courage that achievement was possible through their own work effort supported with professional behavior.

The following theoretical construct model was proposed for specific objective two on customs influence on employee motivation in Tanzanian public health sector.

Sub- themes   **Theme**   **Outcome**
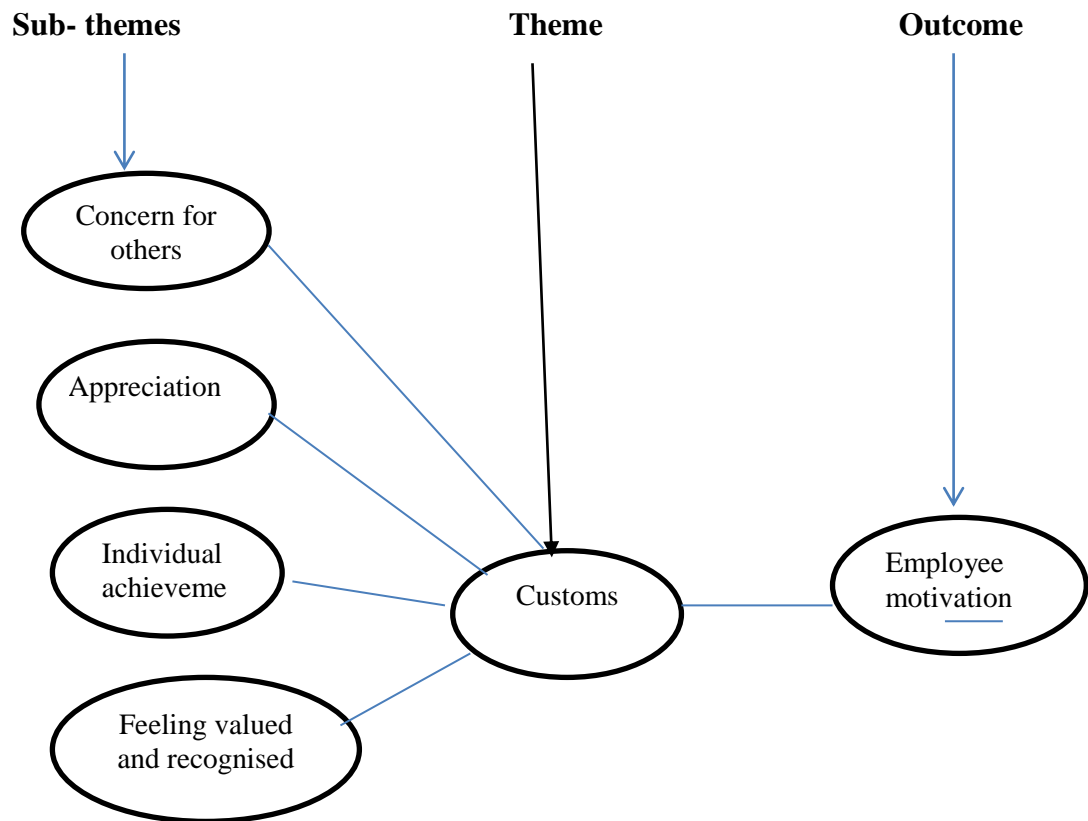
Figure 5.2: Customs Influence on Employee Motivation
Source: Field research data (2020)**.**

5.5 Values and Employee Motivation

The discussion under the current theme was centered on how values influence employee motivation in the public health sector. During the study four sub themes relating to values were developed. The themes were honest and fairness, improving workplace understandings, adherence to values and workplace norms.

5.5.1 Honest and Fairness

The study suggested that health workers were motivated to work in an environment where honest and fairness were given more importance. The findings of the study were supported by the study of Melena (2018) who found that when employee perceived that there was fairness at work their motivation increased significantly.

The study proposed that in an environment where the management provided equal opportunity and equal distribution of the outcome (distributive justice, Melena 2018) of work employee became motivated towards their job. Moreover, the study findings were also supported by the study of Sutanto (2018) who found that when employee perceived that there was a fair justice at work, they became more motivated to work.

Similarly, workplace honest and fairness was found to have positive influence on employee motivation from a number of research findings such as Vanda and Neuza, (2013) and Afolabi (2018). In addition, the presence of honest and fairness in workplace procedures (procedural justice, Melena, 2018) mostly transparency on policies, process and procedures for decision making were found to reduce fear at work and influence employees to demonstrate their expertise in service delivery and increase employee contribution towards attainment of health facility's goals. Moreover, fairness in treating employees (interactional justice, Melena, 2018) was perceived to be an important means that stimulated employee motivation. Furthermore, honest and fairness influence work spirit among employee as they had developed a sense and perceive that what they do would be fairly considered.

5.5.2 Workplace Norms

The study suggested health workers were motivated at their work because of the laid down norms which acted as guideline on how to behave, how to do the expected job and the well communicated work standards. In addition, the study indicated that well-articulated norms reduced intimidation and worries. Furthermore, norms were found to reduce work errors and protected health workers from problems which would have happened if there were no well-articulated norms

5.5.3 Improve Workplace Understandings

Health facility values had a significant influence on employee motivation when they build a conducive working environment at the workplace. The study indicated that good workplace values reduced unnecessary complaints from the employee. In addition, it was found that where workplace norms were adhered by all health workers the possibility of workplace conflicts would be very minimal. Furthermore, health facility's shared values created a good working relation which motivated employees to work better.

5.5.4 Adherence to Values

The study established that individual perception and culture in that specific social setting determined values which were sound in that workplace. The findings were similar to the study of Garcia, I., Ramon, S and Herrera, A (2019) who found that values were greatly influenced by perception and culture. In addition, the study suggested that health workers formed the basis of public health sector service delivery through their own desire to serve others. Furthermore, the study established that it was important to understand values which were acceptable in that culture and which promoted employee motivation. The findings were similar to the study of Abdelmoteleb (2020) who found that values which were congruent to culture promoted employee motivation.

Furthermore, values were found to provide guidelines for employees on the conduct of their work so that employees would be in a position to be aware of what was expected from them. The study suggested that when values were equally shared employees became motivated. The findings of this study were similar to the study of

Toode (2015) who found that nurses in Finland were motivated by shared values. There were limited studies to support the findings on adherence to values influence on employee motivation. The current study established that there was a remarkable influence stemming from adherence of values on employee motivation in Tanzanian public health sector.

In addition, the current study suggested that when the health facility management embraced values at the workplace it enabled them to work with teams and made health workers motivated. The study found that employees were motivated by management which observed and made follow-up on the adherence of the workplace values. In addition, the study established that employees were concerned on which values were supported by the management and which values were not. The study suggested that the manager's conduct on values would positively or negatively influence employee motivation in Tanzanian public health sector.

In addition, the study indicated that when strictness was applied to all health workers equally, the importance of strictness was realized and motivated the employee to comply with. Furthermore, the study suggested that values made employee feel that they had unique part to play and became motivated. In addition, the study suggested that non-compliance of values by a certain group of employees and where strictness was not observed led to complaints among health workers and consequently reduced employees morale and motivation.

The following theoretical construct was proposed for specific objective two on values influence on employee motivation in Tanzanian public health sector.

Sub theme   **Theme**   **Outcome**
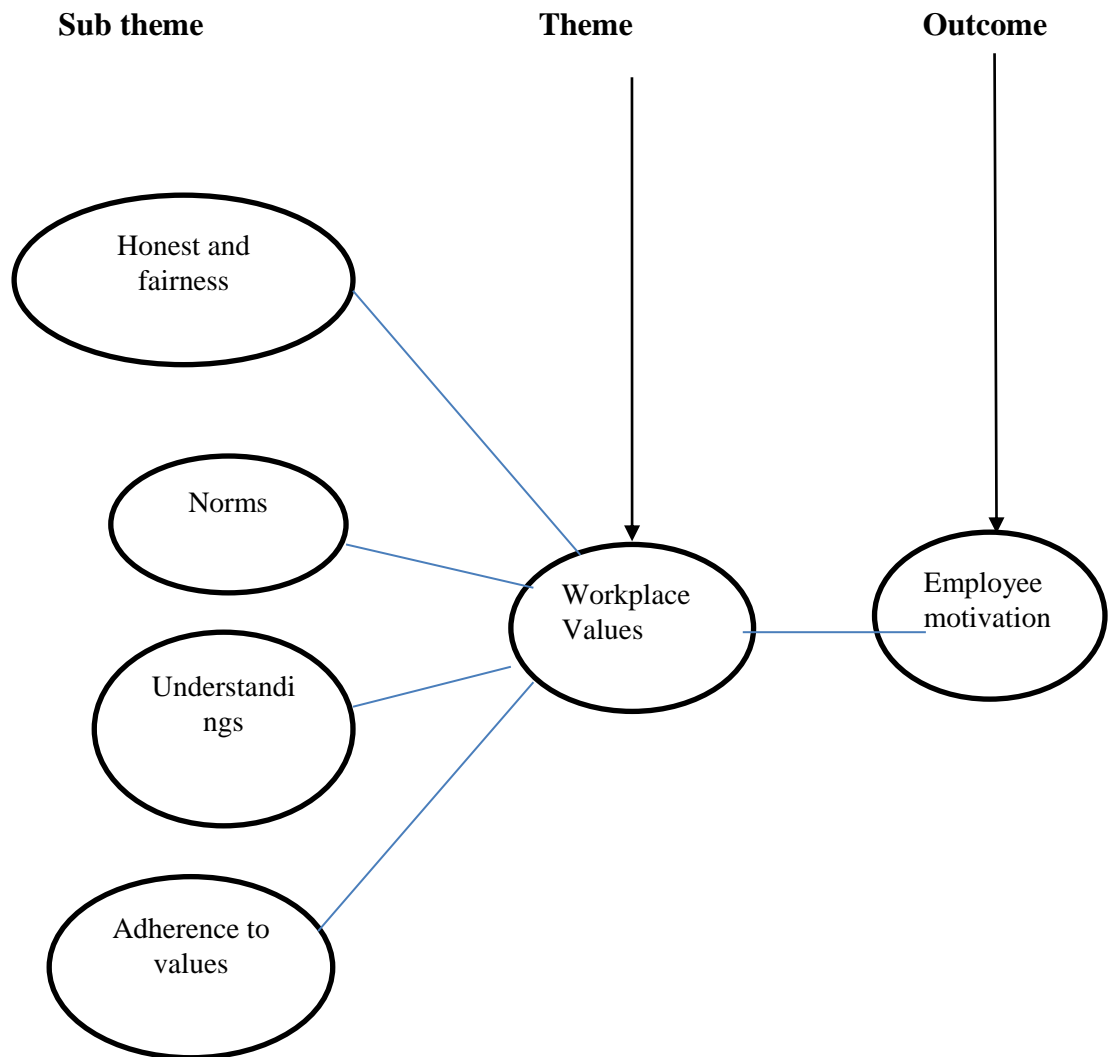
Figure 5.3: Workplace Values Influence on Employee Motivation
Source: Field research data (2020).

5.6 Religion and Employee Motivation

The current section provides discussion on the findings of the third objective of the study which was intended to explore how religion influenced employee motivation in public health sector in Tanzania. The theme religion motivate employee had three sub themes namely insist desire to work, condemns theft and corruption, and insist on good ethics and morals.

5.6.1 Religion Insists on Desire to Work

The study findings suggested that religion had substantial influence on employee motivation in the public health sector. The study findings were supported by the findings of Ghazzawi, *et al.,* (2016), Blooms (2012), Yousef (2011), Delbcq (2015), Bouarif (2015), Hage and Posner (2015) who found that religion had significant influence on health workers motivation. The study found each participant who was interviewed had a religious belief. The study indicated that all interviewed participant had religious knowledge to some extent which had influenced their personal behavior towards work.

Furthermore, from religious experience of the participants it was found that the teachings from the holy books insisted religious followers to have positive attitude towards their work. The study findings were similar to the study of Ling & Safizal (2016) who concluded that religiosity was among important factor which motivated employee towards his or her work and perform fairly better in an organization. The findings were also similar to the study by Sasseendran (2014) who found that practicing religious principles increased employee motivation.

In addition, the findings indicated that religion had a powerful force to shape health workers values and work behavior at workplace. The findings were congruent to the studies of Kitause & Achunkie (2013) and Ghazzawi, et al., (2016) which found that employee work values stem from individual religious beliefs and concluded that religiosity had significant influence in shaping the work attitude and values of employees at the workplace. Moreover, religion was found to insist on employee obedience and loyalty to regulation and norms. Furthermore, religion insist its

believers to practice in accordance with the teachings in particular to work hard and mercy to the lives of others, in this aspect health workers were motivated by religion to deliver services in their respective health facilities basing on sacrifice for the wellbeing of mankind.

5.6.2 Religion Insists on Good Ethics and Morals

The study found that religion had significant influence on employee motivation by instilling emphasis on good ethics and morals at workplace. The study findings were similar to the studies of Chernyak-Hai & Tziner (2014); Ahmad & Omar (2013) who found that highly religious were more ethical at work and were less likely to engage in work malpractice. In addition, religious teachings were found to shape followers to avoid deviant work behavior such as laziness, corruption and work malpractice.

Furthermore, the study suggested that religion had taught the believers that bribe, dishonest, theft and mistreatment of those who sought service from the employee were of greater sins. The findings were congruent to the study findings by Akanni *et al* (2018) who concluded that religiosity among employees reduced the risk of deviant work behavior such as theft, bribery, deviation from work rules and norms. Impliedly, religion reduced employee from the risk of behavioural malpractice at workplace and encourage employee motivation.

In addition, the study established those religious teachings had important influence on employee to be obedient and honest in their service delivery and had made employee motivated. The study findings suggested that religious practices increased cooperation and self-sacrifice towards work as prescribed in almost all religious scriptures. In addition, the study found that religion influence employee motivation

and had made employee avoid doing unethical and immoral things at workplace. Religion was found to influence respect among employees as well as the management. Therefore, understanding employee religion on one hand would ultimately reduce conflicts and workplace disputes and on the other hand would promote employee motivation. Furthermore, the study indicated that managers who had religious background had fair treatments to their employees which led to conducive work environment and motivation to the employees.

The following theoretical construct was proposed for specific objective three on religious commitment influence on employee motivation in Tanzanian public health sector.
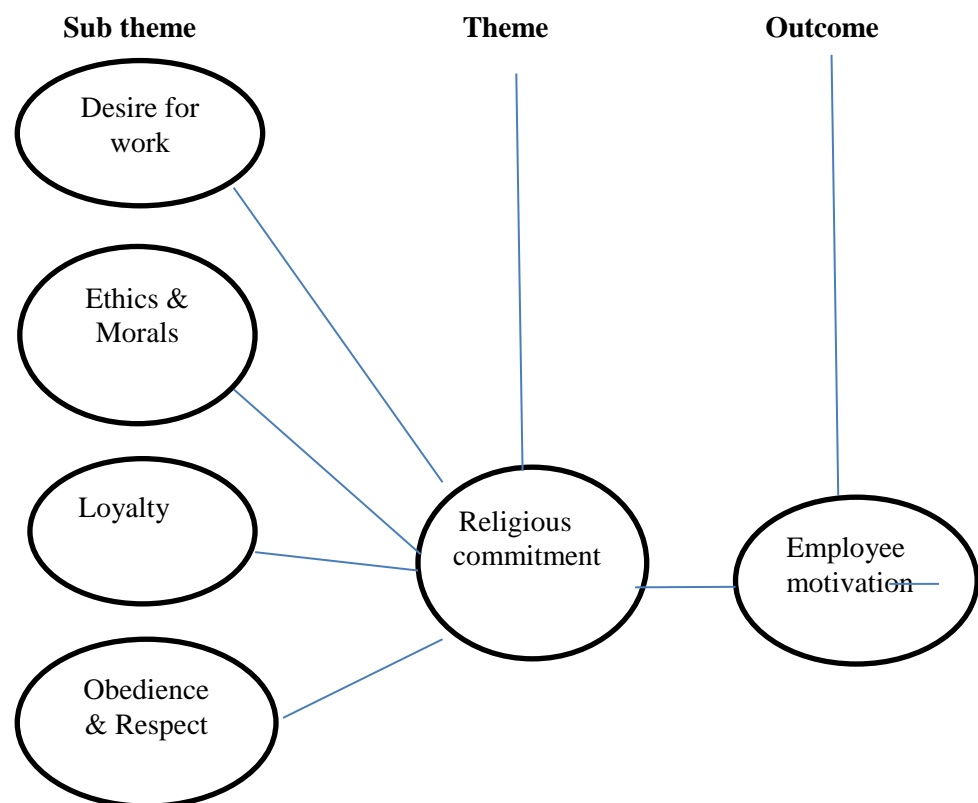
Figure 5.4: Religious Commitment Influence on Employee Motivation
Source: Field research data (2020).

5.7 Workplace Management and Employee Motivation

The current section discussion was focused on the fourth objective which sought to explore how workplace management influenced employee motivation in public health sector in Tanzania. In exploring the fourth objective two themes emerged, the first theme was affirmative influence and the second was reformative.

5.7.1 Affirmative Influence of Workplace Management

Affirmative was highly reflected in participants' opinion of viewing management as a critical factor that influenced employee motivation in public health sector in Tanzania. The study findings suggested that workplace management had significant influence on employee motivation. The sub themes form affirmative influence were; good management, conducive environment and communication.

5.7.2 Good Management

The study findings established that good management at workplace had substantial influence on employee motivation in public health sector in Tanzania. The study findings were supported by the studies of Dagne *et al* (2015) and Belrhiti *et al* (2020) who maintained that health workers were motivated by their supervisors and the relationship which they make to them. The study findings were similar with the study done by Afolabi (2018) which found that poor management, lack of transparency and poor support from health facility managers demotivated health workers while good management had significant influence on health workers motivation.

Moreover, the findings of the current study are similar to study findings of Abbah (2014) which suggested that good management was a direction to employee behavior

at work and had positive influence on employee motivation. In addition, the study indicated that employees who had worked for more than fifteen years had the opinion that good management had remarkable influence on employee motivation. The participants' opinion was influenced by the experience they had at work and had a comparison in mind of different managers they had worked under.

In addition, the findings established that good management was reflected in supervision and implementation of workplace policies, regulation, appreciation of employee contribution, non-segregation of employee and accountability equally across all employees in the health facility. The findings of the study were similar with the study conducted by summer, (2016) and Hill, (2014) who found that employee motivation was grounded on the ability of the workplace management to create friendly workplace policies and regulations. Furthermore, the study indicated that the behavior of the manager was the reciprocal of the employee's behavior. That suggested that, good management practice of the manager led into good practice of the employee and vice versa.

On contrast the findings of the current study indicated highly controlled policies and regulations had negative influence on motivation. The findings were supported by the study of Kok, *et al.,* (2018) and Chowdhury (2021) which found that employees were motivated by being autonomous at their work. In addition, the current study findings suggested that managers had a crucial role on employee motivation and had argued managers to understand employee needs and facilitate the attainment of the same. The findings of the current study were congruent to the findings from the study of Barbosa-McCoy, (2016) who found that leaders were the key to employees'

motivation only when they understood the needs of their employees and had enabled them to achieve their needs through friendly policies.

5.7.3 Conducive Workplace Environment

The study findings indicated that conducive workplace environment had significant influence on health workers motivation. The findings were congruent with the findings from Porter (2016); Ahmad (2012), Rattu and Tielung (2018) Shah *et al,* (2016); Holmberg *et al,* (2016); Kitsios and Kamariotou (2021) who found that workplace environment had a substantial role in determining an employee motivation. Similarly, the study findings were supported by Afolabi (2018) whose study findings suggested that conducive working conditions had positive influence on health workers motivation. Moreover, the findings of the current study were similar to the study by Ajala, (2012) and Gichure (2014) which indicated that work environment had positively influenced employee motivation.

Similarly, Chandrasekar (2011) and Shah et al (2016) found that work environment was a critical factor in increasing employee motivation at work. The study findings were similar to the study of Holmberg et al (2016) who found that Swedish health workers were motivated by work environment. Similarly, the findings were supported by the study of Kitsios and Kamariotou (2021) provided that good work environment motivated public health workers in Greece. In addition, the support of the findings of this current study was the WHO report of 2006 which stated that where a company cannot create good work environment, employees would feel more distressed. The study noted that all the visited supporting findings above were from different countries whose employee perception on good working environment might

significantly differ from Tanzanian view point. The following paragraphs provided an in depth discussion on what and how work environment stimulated employee motivation in Tanzanian public health sector.

The study suggested that conducive and attractive work environment was manifested in health facilities where the number of staff was adequate to serve the community around it. Furthermore, the availability of adequate staff reduced long working hours alongside with heavy workload, and that created significant influence on employee motivation since they worked without stress and no exhaustion. The study found that the number of staff in the visited health facilities was still low. The findings were supported by the study of Sato, *et al.,* (2017) who found that Tanzania had 0.5 per 1000 population which was an indicator of acute shortage of health workers. It was revealed that employee who had no stress and were not exhausted were more motivated to work than those who had stress and exhaustion caused by heavy workload associated with shortage of health workers..

In addition, clean and safe work environment was found to have vital contribution on employee motivation. The study found a sharp contrast between the management cadres work environment and core functional units (which formed the basis for establishment of the health facilities). The work environments for managerial cadre were far better than the environments where doctors and nurses were working. In developing countries in particular Tanzania, work environment was found to be still a challenge in all visited health facilities. Despite the work environment challenges in the public health facilities, managers should be innovative and creative enough in utilizing the available limited resources to create good work environment which

would promote employee motivation. The study urged that at a work place where there was proper ventilation, enough light, sanitary conscious, good working gears, safety and which was secure had higher influence on employee motivation in Tanzanian public health sector.

5.7.3 Communication

The study suggested that one of the core tools to motivate employee to work was communication. The study suggested that communication was a means of directing employee on what was expected from them in the course of their service delivery to the community. The findings were similar to the study of Mutuku and Mathooko (2014) who found that employee motivation was deeply rooted on workplace communication.

In addition, communication impliedly meant a means of providing feedback on what the employee had done and created a room for discussion on how better the service could be provided to the patients. The feedback given to employees through any form whether horizontal, lateral, upward or down ward made employee feel motivated and were of value to the management and the community which they were serving. Moreover, feedback was found to create opportunity for learning among employee by identifying the gaps in their work and finding means to address those gaps.

The findings were supported by the study of Afolabi (2018); Sirili, (2020); Sirili, *et al.,* (2018); Gichure (2014) which found that communication equipped employee with knowledge to perform better and to become motivated. Furthermore,

communication was found to be a tool for building friendliness, teams, common social understanding and strengthening workplace values which in turn had significant influence on employee motivation.

The following theoretical construct model was proposed for specific objective four on workplace management influence on employee motivation in Tanzanian public health sector.
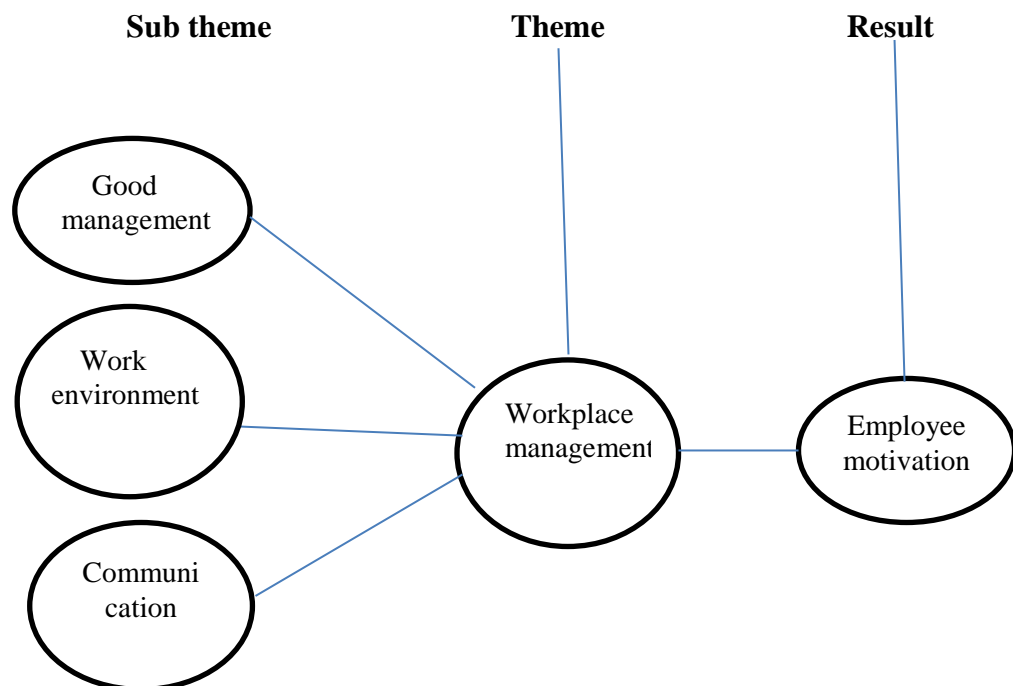
Figure 5.5: Workplace Management Influence on Employee Motivation
Source: Field research data (2020).

The discussion of the findings made in chapter five has provided in depth and comprehensive understandings on socio-cultural influence on employee motivation in public health sectors in Tanzania. In addition, the study had used an inductive qualitative method where the study was data driven from the participants view point. The study had established how and why employees are motivated by socio-cultural

factors from Tanzanian perspective. The study had proposed the following conceptual map basing on the objectives of the study coupled with the themes developed during the research process.
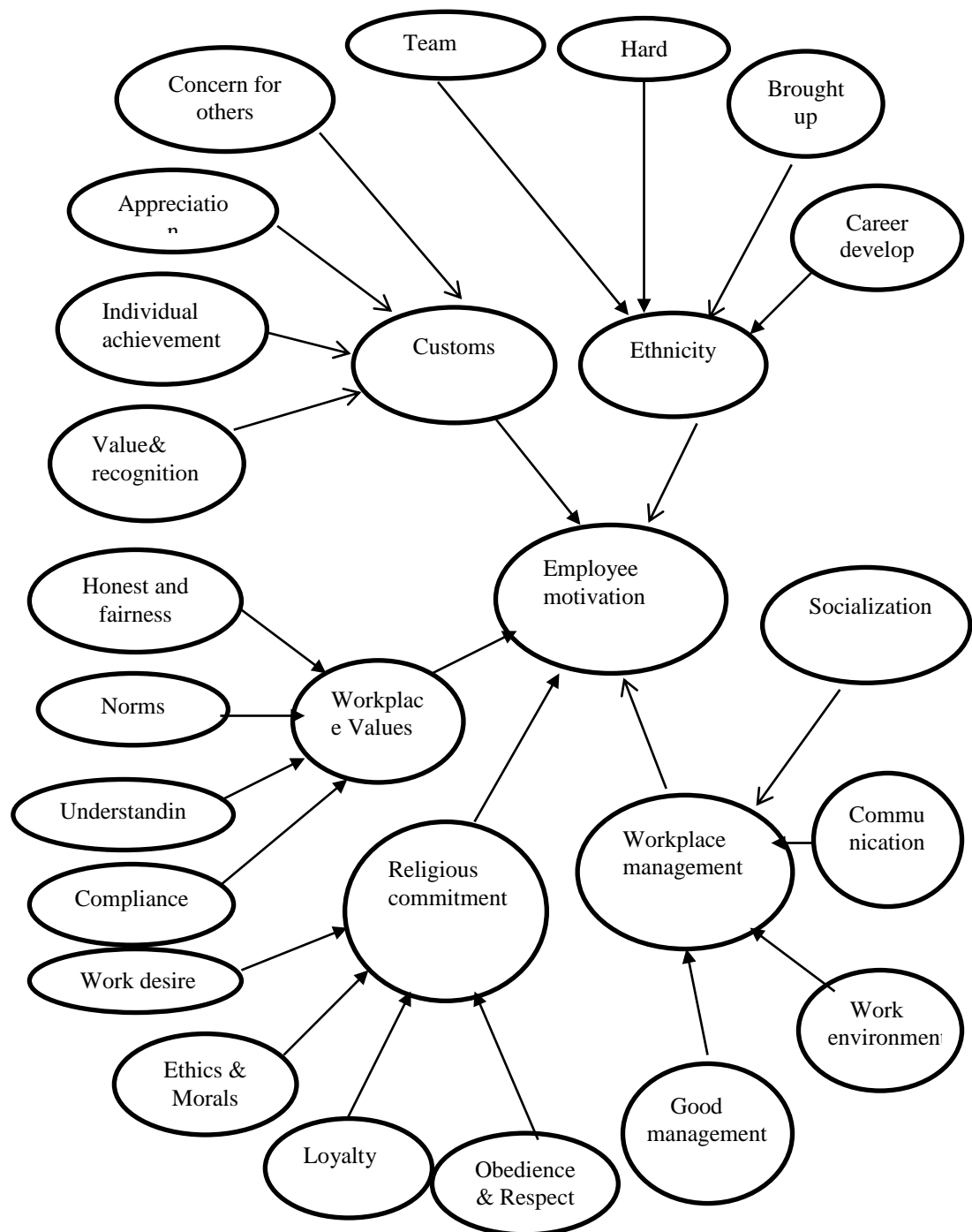
Figure 5.6: Socio-Cultural Influence on Employee Motivation in Public Health Sector

Source: Field research data (2020).

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Chapter Overview

The previous chapter was focused on discussion of the study findings. The following chapter provides for conclusion and recommendation derived from the objectives of the study in chapter one and discussion provided in chapter five. Furthermore, the present chapter provides the summary of the findings, conclusion and recommendation of main findings addressed in the study. In addition, the present chapter provides the implication of the study, limitation and suggestion for future research studies.

6.2 Summary of the Study

As pointed out in chapter one of this study, the main objective of this qualitative research study was to investigate socio-cultural influence on employees' motivation in Tanzanian public health sector. The study area was Dar es salaam where three health facilities (Muhimbili National Hospital, Temeke Referral Hospital and Amana Referral Hospital) were involved in the study. Specifically, the study explored the following objectives; ethnicity influence on employees' motivation, customs and values influences on employees' motivation, religious commitment influence on employees' motivation, and workplace management influence on employees' motivation in Tanzanian public health sector.

Specifically, as explained in chapter one in the statement of the problem, the study was conducted because of the contradicting findings from the visited previous studies, knowledge gap, practical gap and methodological gap. The application of

inductive qualitative research method led to comprehensive understanding and concluded that socio-cultural factor has important influence on employee motivation in Tanzanian public health sector.

6.3 Demographic Characteristics

At the very stating point the researcher included demographic factor as one of the determinants of employee motivation. Most visited previous studies were concentrated on motivation across all categories of employee and concluded the same to apply throughout all employees in those social settings. This study had found that different age groups and gender had different perception of employee motivation in public health sector social settings. Employees who had worked for longer time had good experience and higher understanding than those with little experience on employee motivation perception in the public health sectors. In addition, education level was found to be a crucial element which influenced employee motivation. Employees with higher education had a broader understanding on motivational practices and preferences.

The researcher demonstrated that demographic characteristics were important in determining employee motivation in public health sector. The present study concluded that employee with varied demographic factors have different perception on motivation practices and have different motivational goals. In addition, the study has demonstrated that demographic characteristics are vital in determining how to motivate employee in Tanzanian public health sector.

The study recommended that managers in public health sectors need to sensitively consider demographic factors in the course of motivating their employees.

Furthermore, the study had drawn a starting point for managers to apply flexible motivational practices which are within their disposal and do not require written regulations or financial budget but requires managers' understandings and considerations of the socio-cultural needs of employees. Moreover, policy makers in public health sector need to consider introducing policies which emphasize more on application of socio-cultural factors towards employee motivation. In addition, the study argues future research to be done in the area for private health facilities to explore the relationship between demographic characteristics and employee motivation so as to promote quality health delivery with motivation in place.

6.4 Theme one: Ethnicity Influence Motivation

The previous section concluded and recommended on demographic characteristics. The following section was focused on specific objective one (be referred as theme one) as outlined in chapter one of this study. The aim was to explore how ethnicity influenced employee motivation in Tanzanian public health sector. Theme one had two subthemes; positive motivation and negative motivation.

6.4.1   Positive Motivation

The study established that ethnicity has significant influence on employee motivation in Tanzanian public health sector. Most female and some male participants viewed ethnicity to have strong influence on employee motivation. The study demonstrated that child upbringing formed the basis of future employee perception of motivation. In addition, the study suggested that the child future motivational behavior at work was the reciprocal of his or her ethnic background. Moreover, the study established that ethnic background which emphasize on hard

work and team spirits was more likely to influence a child to behave the same as future employee at work. Similarly, the study established that ethnic background was the most important nurturing ground for motivated employee and had significant influence on career selection and development.

This study concluded that different ethnic groups had different motivational preference due to their background. Although ethnic divisions are not rampant in Tanzania, the study suggested that the ever-growing influx of multicultural employees in different work organisations may distort the current essence of ethnicity influence on employee motivation. The study recommended that managers in public health sector need to understand how employees with multi-ethnic groups backgrounds could be motivated without adversely affecting one group motivation from another group within the same social setting of work. In addition, the study suggested that future research may focus on how to manage multi-ethnic employees at workplace. Furthermore, the study recommended policy makers to establish and adopt policies which positively support nurturing environment for employee motivation.

6.4.2   Negative Motivation

The visited studies established that ethnicity had a negative influence on employee motivation. The study found that managers behavior in particular privileging employees on the basis of their ethnic background led to other groups feeling neglected and consequently develop negative feeling about their work. Similarly, the study suggested that ethnicity when not positively used resulted into tribalism which would later manifest itself in employees' corrupt practices, unethical practices and

violation of workplace values.

In addition, negative ethnicity led to prioritise service delivery on the basis of tribal lines which consequently affected employee motivation. The study had established that the elements of negative ethnicity were noted in public health sector as were addressed by participants could later harm employee motivation. Although studies from other countries have covered this area for example Bakar (2013) and Shahda (2017), this study suggested that future studies need to done on the impacts of negative ethnic practice in Tanzanian public sectors including health sector.

6.5 Theme two: Customs and Values Influence on Employee Motivation

The second objective of the study was to explore customs and values influence on employee motivation in Tanzanian public health sector. In order to explore comprehensive understanding of the theme, customs and values were separated to form two themes; customs influence and employee motivation while the second theme was values influence on employee motivation.

6.5.1   Customs and Employee Motivation

The purpose of the theme was to explore how customs at workplace influenced employee motivation in Tanzanian public health facilities. The study established that customs had significant influence on employee motivation. Customs influences employee motivation when managers and coworkers develop the habit and continuous tendency of showing concern for others. The study established that managers and coworkers concern to their employee was vital factor that influenced employee motivation. In addition, the study emphasized that managers needed to understand how other employees felt about their jobs and help to encourage them to

do better.

Furthermore, managers' and employees' custom of caring one another had proven to instill a sense of happiness and the feeling of being loved which later stimulated employees to experience motivation with their work. Caring for others was found to be an individual self-driven custom of helping others or supporting the well-being of others. The custom of caring other was found to be one of the strongest issues to be cultivated to health workers. Provision of health service especially at the current threat of COVID-19 pandemic had required much readiness of the health workers to take risks for the lives of others. The suggested that when health workers care for others then the management of health facilities and the general community need to demonstrate the spirit of caring to the health workers, that was found to promote work morale and motivation.

In addition, showing appreciation of the effort exerted by an employee in doing her or his work had strong influence on motivating an employee. Appreciation promoted the sense of being valued by the management and community and therefore cultivated employee motivation.

The study recommended that concern for others and appreciation of the employee effort at work had a very important influence on employee motivation. In addition, the study recommended that individual achievement of an employee tended to cultivate a positive perception towards employee motivation in that social setting. The study recommended that motivation was deeply rooted on the basis of employee achievement as he or she continues working. When an employee perceives that he or she was not achieving what he or she had expected then her motivation would

diminish. In addition, the study recommended that employees were highly motivated when they perceived that they were valued and recognized for their work. The study further recommended that the health facility management should nurture supervisors and employee on valuing and recognizing ones effort which would later motivate both employment parties.

6.5.2   Values and Employee Motivation

The purpose of the theme was to explore how values influenced employee motivation in Tanzanian public health sector. The findings of the study established that values had significant influence on employee motivation. The study indicated that values were reflected on how the workplace had honest and fairness in dealing with employee. In addition, employee felt motivated when they perceived that all employees were treated equally and there were no elements of favouratism. Moreover, equal treatment of employee was found to stimulate employee motivation because it provided a better room for employee work autonomy, security and minimized fear among employees.

Furthermore, the study revealed that workplace norms (rules and regulations) stimulated employees to love their job and work diligently. In addition, the study established that friendly workplace rules and regulations had significant influence on employee motivation when they were correctly and equally adhered to by all employees. Moreover, the study found that friendly norms influenced employee motivation when it provided good work direction, reduced work errors, minimized intimidation and protect employees. In addition, the study established that values had significant influence on employee motivation when it formed the basis for creation

and promotion of good working conditions and reduction of workplace complaints emanating from poor working conditions.

Furthermore, the study established that strictness to workplace values had remarkable influence on employee motivation in public health sector. The study revealed that employees were motivated by friendly values which emphasized on follow ups and strictness. In addition, the study suggested that employees were motivated when strictness was demonstrated to apply equally to all employees. Moreover, strictness was found to motivate employee when it was applied in a friendly and constructive approach. Furthermore, the study suggested that when strictness was applied differently to different groups or individuals it reduced employee motivation, created fear to demonstrate expertise at work and increased workplace complaints.

The study recommended that health facility management should communicate the values to all employees and encourage them to work basing on the values. In addition, the study recommended that the management should live the values in a honest and fairness manners. Furthermore, the study recommended that when management live the values then they would propel employees to observes norms and create a workplace where values would be complied with and employee would work harmoniously.

6.6 Theme Three: Religion and Employee Motivation

The third objective of the study as pointed out in the first chapter was on how religion influenced employee motivation in Tanzanian public health sector. The third

objective made a theme so as to enable the researcher to qualitatively explore how religion influenced employee motivation in Tanzanian public health sector. The theme was divided into two sub-themes; the first was religion motivate employee and the second was religion does not motivate employee.

6.6.1 Religion Influence on Employee Motivation

The study established that religion had significant influence on employee motivation in Tanzanian public health sector. The study revealed that religion instilled its followers with a sense of positive work desire at their workplace. In addition, employees were motivated to work due to religious teachings which insisted on working as a part of worship. Furthermore, religion motivated employee through its emphasis on obedience, loyalty and respect for each other.

The study recommended that employee motivation was mostly felt on work environment where there existed religious tolerance, obedience, loyalty and respect for one another. Moreover, the study recommended that employee work motivation behavior was influenced by religious commitment. Furthermore, the study recommended that good ethics and morals at workplace formed the basis of employee motivation in public health sector. In addition, good ethics and morals influenced employee to avoid laziness, dishonest, corruption, favouratism but emphasized on fair treatment of clients.

The study recommended that the health facility management should nurture the employees on religious commitment towards work such as desire to work, sacrifice to serve others, tolerance, respect, loyalty and obedience as well as sound ethics and

morals which would increase employees' morale and motivation.

6.7 Theme Four: Workplace Management and Employee Motivation

The fourth objective of the study was focused on exploring how workplace management influenced employee motivation in public health sector in Tanzania. In order to gain comprehensive understanding of the study objectives, two themes were developed; affirmative and reformative influence.

6.7.1   Workplace Management and Employee Motivation

The study recommended that workplace management had significant influence on employee motivation in Tanzanian public health sector. Three main areas were found to have strong influence on employee motivation namely; good management, conducive environment and communication. Also the study findings established that good workplace management influenced employee motivation. In addition, the study recommended that good management could be manifested itself on provision of work direction, proper and fair implementation of work policies, norms, recognition of employee contributions, transparency and behavioural guidance to employees. In addition, the study established that employee motivation was grounded on health facility's management approach applied in facilitating employees to accomplish their work. Furthermore, the study recommended that managers should continually explore employee needs and motivate employees to attain those needs in a more flexible, friendly and acceptable approaches.

Furthermore, the study recommended that conducive workplace environment had a substantial influence on employee motivation in Tanzanian public health sector.

Specifically, the study recommended that good ventilation, safety working gears, moderate light, pleasant offices, attractive work surroundings, sanitary sensitivity and safe environment had significant influence on employee motivation. The study recommended that managers in public health sector should initiate and promote good working environment as a technique for motivating employees.

Similarly, the study recommended that communication had significant influence on employee motivation in public health sector. The study established that communication provided a sole means for enabling employees to clearly understand what was exactly expected from them, how they were doing, evaluation of the work done, opportunity for discussion and enhanced employee work improvement. In addition, communication was found to be a catalyst of employee social relationship and understandings which promoted employee motivation. The study findings recommended that managers in public health sector were tasked to initiate and promote friendly workplace communication strategies which would as a result stimulate employee motivation.

6.7.2   Reformative Influence

The study findings recommended that managers who were not friendly to their employees greatly reduced and destroyed employee morale and motivation. Similarly, the study recommended that tighter controls on employees negatively influenced employee morale and motivation. In addition, employees felt not being part of the organization when they perceived that their managers were unwelcoming and unfriendly.

6.7.3 Limitation

There were several limitations to this study, including access to data collection, methodology, generalization of the study findings and thesis writing format of the Open University of Tanzania; the first limitation was access to the study participants on selected health facilities. Specifically, Muhimbili National Hospital Research Unit has a requirement where the proposal needed to be submitted and peer reviewed to ensure it has value for health sector before being permitted to collect data. The proposal was reviewed and some corrections were made and adopted to suit the Research Unit requirements. The study was designed to involve face to face interview with the participants. At the first-place face to face interviews were conducted in the wards however during the study there was an outbreak of COVID-19 pandemic which led to limited visits to the health facility. The researcher had to arrange alternative interview in offices. That had made the study to take a longer time than expected.

Qualitative studies on socio-cultural factors influencing employee motivation in the current area of study were very limited. The current study was primarily qualitative and had mainly relied on participants opinions from the interviews relating to the themes of the study. Descriptive statistics had to be applied for the purpose of showing comparison in form of percentiles and drawing figures to comprehend interview responses. Qualitative research method had enabled the researcher to develop and in depth and comprehensive knowledge on the area. The researcher recommends future research to conduct a mixed method so as to strengthen the explanatory power of their study findings.

The study was conducted on public health facilities. The results of the findings will be applicable in the public health sector but may not be the same with private health sector due to the nature and purpose of their establishment. In addition, the study involved only doctors and nurses but had excluded other employees working in the selected health facilities. That the study had not ignored other cadres in the functioning of the public health sector but recommends future studies to be conducted to other health sector cadres such as sanitary, drivers, records office, accounts, procurement, human resource and others. The researcher recommends that future studies be conducted on comparative analysis of the same on public and private health sector.

The guidelines for writing a thesis report of the Open University of Tanzania provides for six chapters. Chapter four provides for data analysis and presentation; chapter five provides for discussion of the findings and chapter six provides for conclusion and recommendation. In analyzing qualitative data, the researcher needs to report what was said by the participants, what were their meaning, make comparison and contrast of what was said in those social settings. The separation of those chapters constructed a strong challenge on avoiding to repeat the same findings in another words or language.

A better flow of the qualitative research findings needs to be shown by what was said, how many said, what their meanings were and what was the researcher understanding, interpretation and conclusion. The researcher recommends that the thesis report writing guidelines for qualitative studies need to be revisited, paid attention and worked out for better research work in future.

6.8 Implication of the Study

The findings of the study were specific to the health sector involving doctors and nurses as participants. The study can be used as a learning model for employee motivation and form the basis of future research. The following sub-section provides the theoretical implication, practical implication, policy implication and implication for future research.

6.9 Theoretical Implication

The study significantly contributes to building new knowledge on how socio-culture influence employee motivation in Tanzanian public health sector at the same time it has supported the findings of previous studies that have indicated the link between few socio-cultural elements and employee motivation quantitatively as discussed in chapter five. The study has contributed to an in depth and comprehensive understanding of specifically how ethnicity, custom and values, religion, and workplace management influence employee motivation in public health sector.

The explored factors were not expressively and comprehensively studied in previous studies thus, the findings of this study had added significant value for future research. The theoretical contribution of the study was that it had established a ground for foundation of a new theory which could be developed from the findings of this study. In addition, the findings under each theme studied could be tested and validated by future studies. Furthermore, the findings of the study as discusses in chapter five could be used to extend the existing motivational theories and extension of Vygotsky's theory to reflect employee motivation.

Furthermore, many studies have been conducted in the area using quantitative

method and only few qualitative studies were accessed in the area while in Tanzania no such qualitative study was made available using the source at disposal. The study would significantly contribute to building new theory basing on the presented qualitative research findings of this work. Furthermore, motivational models had been widely developed from outside Africa and had so far been not for adoption in Africa where culture was different from where the models were built. In addition, the study findings would contribute in developing motivation theoretical models which would reflect African culture and in particular Tanzanian socio cultural settings.

6.9.1 Practical Implication

Empirical studies had indicated to a greater extent how physical motivation factors influence employee to work in public sector. The government of Tanzania had a number of employee motivation guidelines which are used in public sector. The guidelines are widely used by managers in the public health sector but their impacts are not deeply and intrinsically felt by employee. The findings of this study, contributes to wider understanding of the influence of socio-cultural on employee motivation in public health sectors. In addition, managers and supervisors in public health sector would flexibly apply the findings of this study to motivate employee at their workplace alongside with government motivation guidelines. The managers would be able to reduce workplace complaints and encourage motivation.

6.9.2 Policy Implication

The study results indicated that socio-cultural factors had significant influence on employee motivation. The implication to the policy makers is that socio-cultural factors need to be considered in policy making process. In addition, policy

implementation evaluation process should also include application of socio-cultural factors in motivating employees. Furthermore, policy makers need to establish training programmes for managers which shall enhance in them the relevance of socio-cultural factors in motivating employees.

6.9.3 Contribution to Knowledge

The study had significantly contributed to building new knowledge in many ways. The first was on the use of qualitative method, most previous studies were focused on quantitative method where testing of hypothesis and confirming theories were rampat. The result of previous quantitative studies had provided little comprehensive understanding of motivation theories and practices. This study had adopted qualitative method which enabled the researcher to collect data from participants' views, opinion, perception, experience, attitude and shared meaning of motivation which resulted into strong explanatory power of the findings. The study findings have proven the relevancy of using qualitative method for unearthing what, why and how to motivate employees in public health sector in Tanzania.

6.9.4 Implication for Further Research

The study recommends that future research may be focused on building new theory basing on the qualitative findings of this study. The themes explored in this study may also be studied in private health sectors or make a comparison of the same. The study has also proposed theoretical construct for each theme explored. The theoretical construct proposed could be used to extend the existing motivation theories. The findings of the study could also be validated by other methodologies. The study suggests that there is no single method of motivating employees at

workplace which is sufficient but a good motivation should be grounded on a combination of factors.

The study recommends more qualitative studies to be done on human resource field so as to explore in depth understanding of the needs of employee and how such needs could be addressed. In addition, the current study unit of analysis was doctors and nurses but has left other employees who work in health facilities and have vital contribution to health service delivery; future studies may use the findings of this study to explore how other cadres could be motivated in public health sectors.

6.9.5   Conclusion

The study had evidently provided that socio-cultural factors have significant influence on employee motivation in Tanzanian public health sector. Managers in public health sectors, policy makers, researchers and other practitioners need to give more attention to the role of socio-cultural factors in influencing employee motivation. For the purpose of enhancing employee motivation, the study suggests that demographic characteristics was crucial in determining employee motivation as employees differ in that aspect so does their motivation preference.

In addition, employee's ethnic background has a great role in shaping employee motivation behavior. Furthermore, custom and values need to be observed by all employees so as to demonstrate fairness and attract motivation. Similarly, religion has proven to form the basis of employee work attitude and motivation; and last perceived good workplace management had substantial influence on employee motivation.

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APPENDICES

APPENDIX A: INTERVIEW GUIDE

Dear Respondent,

I am Bruno A. Ng'ingo a PhD candidate at The Open University of Tanzania. My research focus is on *Socio-cultural Influence on Employee Motivation in Tanzanian Public Health Sector in Dar es Salaam, Tanzania*. The information you will provide will treated with high level of confidentiality and will not be disclosed to any person but will be used only for academic purpose.

SECTION A: DEMOGRAPHIC INFORMATION

Please mark a tick for correct answer in the bracket provided

1. Gender   (a) Male[   ] (b)Female[   ]

2. Age (a) 18-29years [   ] (b)30-39years[   ] (c) 40-49years[   ] (d)50-60years [   ]

3. Education: (a)Form Four[   ]   (b)Form Six[   ] (c) Diploma [   ] (d)Advanced diploma [   ]   (e) Degree[   ] (f) Postgraduate/Masters [   ] (g) PhD [   ]

4. Name of health facility……………… Category ……….…………… District…………… Division………….. Street…………

5. What is your position at work……………………………

6. What is your professional qualification…………………………

7. To which employment category do you belong?

    (a) Doctor [   ] (b) Nurse [   ] (c) Others specify………………..

8. What is your work experience

(a) Less than a year [   ] (b)1-3years [   ] (b)4-9years [   ] (c) 10-15years [   ]

(d) More than 15years [   ]

SECTION B: SEMI STRUCTURED INTERVIEW QUESTIONS/ THEMES

1. Ethnicity

   a. How does ones ethnicity/traditions background influence/affect employee motivation at work?

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   ....

   ....

   ....

   b. Please provide some reasons and examples if any on why do you think   so?

   ....

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   ....

2. Customs

   a. How does expression of appreciation influence employee motivation?...

   ....

   ....243...

   ....

Please provide some reasons and examples if any on why do you think so?

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....

b. How does individual work achievement influence employee motivation?..

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c. Please provide some reasons and examples if any on why do you think so?

....

....

....

d. How does employer/supervisor concern for others influence employee motivation?..

....

....

....

....

e. Please provide some reasons and examples if any on why do you think so?

f. ....

....

....

3. Values

g. How does values as for example honest and fairness influence employee

motivation?..

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....

Please provide some reasons and examples if any on why do you

think so?

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h. How does adherence to workplace norms influence employee

motivation?..

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....

Please provide some reasons and examples if any on why do you

think so?

....245...

....

....

4. Workplace management

    a. How does workplace management influence employee motivation?

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Please provide some reasons and examples if any on why do you think so?

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    b. How does work environment influence employee motivation?

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Please provide some reasons and examples if any on why do you think so?

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....246...

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5. Religiousity

    a. How does religious beliefs influence employee motivation?

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    ....

    Please provide some reasons and examples if any on why do you think so?

    ....

    ....

    ....

SECTION B: SWAHILI VERSION

MWONGOZO WA MAHOJIANO

Dear Respondent,

I am Bruno A. Ng'ingo a PhD candidate at The Open University of Tanzania. My research focus is on *Socio-cultural Influence on Employee Motivation in Tanzanian Public Health Sector in Dar es Salaam, Tanzania*. The information you will provide will treated with high level of confidentiality and will not be disclosed to any person but will be used only for academic purpose.

SECTION A: DEMOGRAPHIC INFORMATION

Please mark a tick for correct answer in the bracket provided

6. Gender   (a) Male[   ] (b)Female[   ]

7. Age (a) 18-29years[   ] (b)30-39years[   ] (c) 40-49years[   ] (d)50-60years [   ]

8. Education: (a)Form Four[   ]   (b)Form Six[   ] (c) Diploma [   ] (d)Advanced diploma [   ]   (e) Degree[   ] (f) Postgraduate/Masters [   ] (g) PhD [   ]

9. Name   of   health   facility………………Category   …….……………. District……………. Division…………... Street…………

10. What is your position at work……………………………

6. What is your professional qualification…………………………

7. To which employment category do you belong?

    (b) Doctor [   ] (b) Nurse [   ] (c) Others specify………………..

8. What is your work experience

(a)Less than a year [   ] (b)1-3years [   ] (b)4-9years [   ] (c) 10-15years [   ]

(d)More than 15years[ ]

SEHEMU B: MASWALI YA MAHOJIANO YENYE MUUNDO NUSU/

6. Kabila

6.0 Unadhani ni kwa namna gani asili ya mtu au kabila la mtu inachangia kumfanya mfanyakazi awe na motisha kazini?

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7.0 Eleza sababu kwa kifupi au kwa mifano kama ipo?

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7. Mila

8.0 Ni kwa naamna gani kuonesha kushukuru kunachochea motisha ya mfanyakazi?

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....

b. Eleza sababu kwa kifupi au kwa mifano kama ipo

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250

i. Ni kwa namna gani mafanikio binafsi na kazini yanapelekea motisha ya mfanyakazi?

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kwanini?...

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j. Ni kwa namna gani kiongozi au mfanyakazi mwenzio anaoonesha kumjali mfanyakazi mwenzake kunaleta motisha kwa mfanyakazi?

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Eleza sababu kwa kifupi au kwa mifano kama ipo

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8. Maadili

c) ni kwa namna gani maadili mfano uaminifu, haki na usawa kazini kunaleta motisha kwa mfanyakazi?

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Eleza sababu kwa kifupi au kwa mifano kama ipo

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k. Ni kwa namna gani kufuata kanuni za mahala pa kazi kunaleta

    moyisha kwa mfanyakazi?

....

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....

Eleza sababu kwa kifupi au kwa mifano kama ipo

....

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....

9. Menejimenti ya mahala pa kazi

    c. Ni kwa namna gani uongozi wa mahala pa kazi unachochea motisha

       kwa mfanyakazi?

....

....251...

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....

Eleza sababu kwa kifupi au kwa mifano kama ipo

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....

d. Ni kwa namna gani mazingira ya kazini yanaweza kuleta motisha kwa mfanyakazi?

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Eleza sababu kwa kifupi au kwa mifano kama ipo

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10. Dini

c. Ni kwa namna gani imani ya dini ya mfanyakazi inaweza kushawishi motisha ya mfanyakazi?

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....252..

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Eleza sababu kwa kifupi au kwa mifano kama ipo

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....

ASANTE KWA USHIRIKI WAKO

APPENDIX C: MUHIMBILINATIONALHOSPITAL

APPLICATION FORM FOR ETHICS APPROVAL

The Secretary

Institutional Research Ethics Review Board

Muhimbili National Hospital

P.O. BOX 65000

DAR ES SALAAM

Telephone: 255-22-2151367-9

FAX: 255-22-2150534

Website: www.mnh.or.tz

Email: info@mnh.or.tz (research@mnh.or.tz)

APPLICATION FORM FOR ETHICS APPROVAL

Title of the Project: Socio cultural influence on employee motivation in Tanzanian Public

Health Sector

Name of the PI:

1.	Provide the scientific background, study design, objectives and hypotheses (max 400 words)
	Background: United Nations Development Programme Report (2015) indicates that workers in public sectors including health sectors possess attitude, sense of duty and morality with the intention to serve the public interest. In a 2013 survey of the United Kingdom government for employees in education, health and social care indicated that seventy percent of the respondents felt that their morale was "at an all-time low" and more than a half of the respondents reported that they felt not supported by their managers.
	The World Health Organisation Report (2006) indicate that health workers' motivation for Norway, Poland, Spain and German was low, where there is low motivation then engagement is also predicted to be low. Similarly in Malaysia it was found that public sector is faced with unsatisfactory remarks over service delivery, delays, lateness, rudeness and lack of job commitment (Zakaria *et al,* 2012).
	Furthermore, the World Health Organisation (2006) and UNDP Global Centre for Public Service Excellence (2015) indicate that, Sub Saharan Africa has 24% of world disease burden with 3% access to health workers, its health

system is unresponsive, inefficient and unsafe.

Furthermore, Chandani *et al* (2016) observe that "Managements are challenged every day on their capabilities to motivate and engage employees". Health facilities management priority have always been to ensure employees are motivated so as to deliver quality services (Lynn and Sheena, 2012; Maduka and Okafor, 2014; Ibrahim and Falasi, 2014). This study explores socio-cultural influence and employees' motivation in Tanzanian public health facilities.

Tanzanian government has demonstrated remarkable effort to ensure public health workers are motivated. The efforts include; staff training, job restructuring, allowances, incentives, promotions and better working environment (URT, 2010). Notwithstanding the efforts taken, the current health workers motivational situation indicates that health workers are not feeling motivated (Leshabari et al 2008). This scenario suggests that, the government have initiated public service employees' motivation on one hand, but health workers are not feeling motivated. This indicates that the issue of motivation is still unclear and need to be thoroughly addressed by this study.

Objective: The objective of this study is to investigate socio-cultural influence on employees' motivation in public health facilities in Tanzania.

.

2	State the intended value or rationale of the project. Why it is important to conduct this study in MNH? Provide relevant references as appropriate (max 300 words)
	This study will use qualitative research design and semi structured interview to explore socio cultural influence on employee motivation to generate new knowledge on motivation In addition, the study is expected to come up with a comprehensive analytical and evaluative ways for theoretical foundation. The study will add motivational literatures to academicians and furthermore assist managers and employees to engage in best motivational practices basing on explored socio-cultural influences. In addition, the study will help policy makers to develop and promote friendly policies which will focus on factors which continually motivate, engage, and make public health workers realize achievement from their jobs.
3.	State the total duration of the Project, and where it will be undertaken in MNH or other institutions if appropriate
	The study will be conducted for a period not exceeding twenty-four months. The study will involve doctors and nurses who are engage direct in provision of health service.
4.	Specify the number of the study participants, with scientific justification for sample size, age and gender
	There is no predetermined sample size for this qualitative study. The initial

sample will be selected through non-probability sampling where participants will be selected basing on defined characteristics (for example; occupation; doctor/nurse).The study will begin by interviewing the doctors and nurses incharge in that department/unit/ward/section. After the initial interview, the doctors and nurses will be asked to identify other individual who have in depth understanding about the study topic(snowballing) until it reaches a sample saturation point.

The study will proceed by interviewing those identified persons to generate information required by the study. In addition, purposive-theoretical sampling will be used where participants will be picked on the basis of what they can contribute to knowledge development(concepts) as required by specific objectives. The aim of theoretical sampling will be to pick respondents who will develop theoretical explanation by specifying the ideas, concepts categories and themes which are being studied basing on their cause, conditions, the way it is expressed and their outcome or consequences study's (For example; knowledge on values and norms, religious commitment, cultural diversity, management of employees, employee motivation practice, working experience,, familiarity with work environment and work place relations). Theoretical sampling technique will be used so as to capture respondents from different heterogeneous population with varied sub-cultures with important contribution to the understanding of the topic being studied. Furthermore, the technique will enable selection of respondents on the basis of their theoretical

relevance. Similarly, the technique is useful for this exploratory study where the area of study is unfamiliar and therefore it is difficult to identify sample in advance

5	Specify recruitment methods, inclusion and exclusion criteria and study end points
	The participants who will be selected will be explained the purpose of the study and the roles they will play. An information sheet which contains detailed requirement will be provided to participants to enable them to familiarize with the study. Only permanent and pensionable doctors and nurses will be involved. The participants will be given a consent form to seek their approval for participation.
6	Specify data collection procedures, including interviews and sample collection involving human participants, with brief details of actual methods. Attach copies of questionnaires and other data collection tools in English and Kiswahili
	Data collection method: The process of collecting data will be done through semi-structured interview and indepth interview with the main actors The present study is based on inductive approach, therefore in order to collect authentic data from study participants (participant centred technique), the researcher will be required to explore employees' motivation in such a way that knowledge will be generated during research process. In addition, purposive-theoretical sampling will be used to pick respondents who will develop theoretical explanation by specifying the ideas, concepts categories and themes which are being studied basing on their cause, conditions, the way

	it is expressed and their outcome or consequences study's.
7	If applicable, describe procedures to be used to process, store and test biological samples (e.g. blood, genital swabs, urine, etc.)
	Not applicable
8	If samples will be taken overseas or to any other institution within the country, will any samples be left in MNH? Describe the procedures to be used in their shipping, storage and eventual destruction. (Before samples are shipped outside Tanzania MTA clearance is required)
	Not applicable
9	Is the technology required for analysis of samples available in MNH? Yes/No If Yes, please describe why samples are being taken outside the country
	Not applicable
10	Specify if Tanzanians will be involved in data management and analysis? Yes/No If Yes describe their involvement; and if NOT please explain what are the strategies for technology transfer.
	Not applicable
11	Specify data management procedures and methods to be used during data analysis.
	Given the nature, design, approach and method of this study, the data which will be collected, will be qualitative based on socially constructed meanings,

feelings, thoughts, opinions, perception and experiences of the participants (doctors and nurses) for socio-cultural influence on employees' motivation (Saunders, 2012). Therefore, the researcher will analyse data by constantly interpretating, making comparison and finding relationship for each concept, category and theme so as to understand their meanings from participant experience and interpretation, and thereafter develop new knowledge or conceptual framework. This technique is referred to as hermeneutic or interpretive or content analysis (Kawulich. 2015; Lugwisha, 2018; Bernard, 2000; Merriam, 1998;)

Inductive data analysis will be facilitated by Computer Aided Qualitative Data Analysis Software (Nvivo). The software is a Mac version 12 Plus web-based application software for managing, analysing and presenting qualitative data. The software will be used for coding, sorting codes and grouping codes. Furthermore, the software will be used to categories data, analyse categorized data and present data. The software is selected because it will simplify manual work from huge collected data. Similarly, the software will enable the researcher to view actual data and any new emerging data, definitions of each code in the data analysis map including its name, type, label, alignment, and other information. In addition, the software will enable the researcher to see all research work on one page which will reduce the work of going back and forth to link or prove collected information. Similarly, the software is PC and MAC friendly as well as cost effective. Basing on the above reasons, Nvivo will be selected and used for coding, categorizing, analyzing and interpreting

	inductive data.
12	Describe the potential risks, discomfort, distress or hazards that research participants may be exposed to (these may be physical, biological and /or psychological). What precautions will be taken to reduce risks and ensure participants' safety?
	Not applicable
14	Describe potential benefits for the participants and the population they come from. Are there direct benefits for the people of Tanzania and /or other countries?
	The study is expected to add to existing motivational literatures to academicians as well as assist managers and employees to engage in best motivational practices basing on explored socio-cultural influences. In addition, the study will help policy makers to develop and promote friendly policies which will focus on factors which continually motivate, engage, and make public health workers realize achievement from their jobs
15	Specify how confidentiality of the study participants and data collected will be maintained.
	This is an academic research and all information will be kept confidential. Basing on research ethics, the data collected will be used for research purpose only. All information will be kept by the researcher until when data analysis is completed.

16	State the manner in which consent will be obtained and documented in writing. Provide copies of the informed consent forms and other relevant documents in English and Kiswahili. Describe steps to be taken to minimize coercion/undue influence during the consent process
	The consent form will be given to participants after they have been recruited and have familiarized with the study purpose and their roles through the information sheet. Then consent form will be given to each participant to read for acceptance or non-acceptance independently.
17	Describe how you are going to assess comprehension of the information provided during the consent process
	The information in the consent form will be explained to all participant and clarification will be provided where contents are not well captured.
18	Will payment be made to participants? (These should usually be for not more than travelling expenses and/or loss of earnings and must not be coercive or represent an undue inducement to take part). Yes/No
	Not applicable
19	State the experience of the PI and Co-investigators in the study field and their roles in the project.
	Not applicable

20	Describe the facilities available to support the successful conduct of the proposed research study, i.e.: office space, equipped laboratories, etc. Not Applicable
21	Please give details of the funder
	The study is funded by Tanzania Institute of Accountancy

APPENDIX D: RESEARCH TIMEFRAME

The duration of the thesis will 36 months as shown on Gantt chart below:

Year	2015/2016												2017/2018												2018/2019											
Month	J	F	M	A	M	J	J	A	S	D	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Literature review	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■					
Thesis Proposal development						■	■	■	■	■	■	■	■																							
First presentation						■	■	■	■	■	■	■	■	■																						
Second presentation													■	■																						
Third presentation													■	■	■	■	■	■																		
Fourth presentation																			■	■	■	■	■													
Data collection																																■	■	■	■	■
Data analysis																									■	■						■	■	■	■	■
Data presentation																									■	■	■					■	■	■	■	■
Writing report																									■	■	■	■	■	■	■	■	■	■	■	■
Final Report																											■	■	■	■	■	■	■	■	■	■

Source: Researcher, (2018).

APPENDIX E: RESEARCH BUDGET

The estimated budget shown hereunder is expected to cater costs for research activities including; transport, materials and supplies, books and stationery, consultations, communication, training research assistants, pre-testing questionnaires, data collection and analysis, thesis production and variable costs.

S/No.	Activity	Cost
1.	Literature review	3,000,000
2.	Stationary	6,000,000
3.	Transport	4,000,000
4.	Review class and consultations	3,000,000
5.	Communication	2,000,000
6	Data collection	6,000,000
6.	Thesis production	4,000,000
7.	Variable costs	3,000,000
	Total	31,000,000

Source: Researcher, 2018

APPENDIX F: **ADOPTATION OF COMMENTS FROM VIVA VOCE HELD ON 27ᵗʰ April, 2023 AT THE OPEN UNIVERSITY OF TANZANIA**

S/No.	GENERAL COMMENTS	ACTION TAKEN	PAGE NUMBER
1.	Title layout the word motivation need to be seen to allow knowing the study focus	The word motivation have been shown in the title	See cover page
2.	The document should use APA style as per OUT guidelines	APA style have been adopted and used in the document	See the document
3.	Arrangement of pages not properly done	Pages have been arranged properly	See the document
4,	Tables and figures have not been clearly differentiated	Tables and figures have been differentiated and correctly numbered	See the document
5.	The work need to be edited	The document have been edited as per comments	See the document
	SPECIFIC COMMENTS		
1.	The use of old references	By the time the study was been carried out the reports were current. Most recent references have also	See page 5,6,7,8,9,10 e.t.c

		been used.	
2.	Introduction page 1-24 missing and page 96-112 are upside down	Pages have been shown and the upside down pages worked out	See page 1-24 of the document and page 96-112 of the document
3.	Key words not shown below the abstract	Key words shown after the abstract	See page viii
4.	Research objectives and questions vary	Objectives and questions have been harmonized	See page 14
5.	Consistency on participant and respondent	The term participant have been used as recommended	See chapter four of the document
6.	Indicate the theory guiding the study	The theories were used to familiarize the researcher in the study area but were not intended to test them. The study is inductive and exploratory. However the findings of the study may be used to extend Vygotsky's theory which linked socio culture to individual cognitive development	See explanations provided on page 14,15,16 and 218 of the document

7.	Literature review	The review was used to ensure that the current study does not work on the already researched areas; and to identify new areas which have not been addressed as well as searching for study emerging themes	See page 56 of the document
8.	Conceptual map not presented	Conceptual map has been presented in form of emerging themes	See figure 2.1 page 56
9	Likert scale not a method	Worked out	See table 2.1page 57
10.	Research design is too long	The study uses hermeneutic or interpretative technique thus need to be exhaustive enough	See 63-66 explanations on page of the document
11	Why use authenticity for validity and dependability for reliability	Authenticity and dependability are qualitative research terms and have been clearly explained in the document	See page 79 of the document

12	Combine chapter four with five	Done under recommendations made in chapter 6	See page 216 and 217 under 6.7.3 Limitation and recommendations made therein.
13.	Sample is not determined in qualitative research why did you stop then?	Sampling procedures have been explained in the document on how the saturation point was reached	See page 72 to 75 of the document
14.	Referencing style should that which have been provided in the OUT guidelines	References have been presented as per OUT guidelines	See reference page of the document

APPENDIX G: PARTICIPANT INFORMATION SHEET

 Should you require this document in any other format please contact the researcher,

Bruno Ng'ingo via +255717525457/0736525457 or email:

ngingobr@yahoo.com/ngingobr@gmail.com

Invitation paragraph:

I kindly invite you to take part in my research study. Before deciding whether you will be willing to take part or not, please read through this information sheet carefully to understand what the research and your participation will involve. My research title is "*Socio-cultural influence on Employee Motivation in Tanzanian Public Health Sector*".

Overview of the Participant Information sheet

The research you are invited to participate in is on socio-cultural factors influence on employee motivation among doctors and nurses in the public health sector in Tanzania. The objective of the study is to investigate the influence of ethnicity, religious commitment, values and customs; and workplace management on employee motivation. The research has in place interview guiding questions which will enable the information to be collected basing on your experience, feeling, opinion, thoughts and interpretation of the topic. Your answers will add new understanding on how and why socio-cultural factors influence employee motivation in public health sector.

Do I have to take part?

Your participation in this research study is very important but again is purely voluntary. You will be kept anonymous for the information which you will

contribute in this study. If you are willing to participate in this study, I kindly request you to sign a Consent Form attached. You are free to continue or withdraw from the study whenever you wish to do so. Upon conclusion of the field work, the researcher will notify you through agreed means. Please note: all data collected will be coded and once analysed, will be made anonymous.

What will happen to me if I take part?

The information which you provide will be treated with high and secured confidence. Participation will include an interview with the researcher. The interview will be transcribed and analysed by the researcher and you will be provided with a copy of that analysis to enable you evaluate the researcher's interpretation of your interview.

Will my taking part in the study be kept confidential?

All information which is collected from or about you during the course of the research will be kept strictly confidential, and any disseminated information will be anonymised (you will not be exposed or made known).

What will happen to the results of the interview?

Member Checks will be carried out to validate the researcher's interpretation of the analysis of the interview data. This means that the researcher will make available the interpretations of the analysis of the interviews and request you to evaluate on whether they analysis reflect your interpretation.

Expenses and payments?

As the researcher has limited fund for the study to cover limited costs I kindly request you to participate truly on voluntarily basis. This means the, participants will

not receive payment or expenses for their participation.

What are the possible disadvantages and risks of taking part?

There are neither disadvantages nor risks for you to participate in this study. At any point during the field data collection, you may decide to 'optout' of the research study. If you do 'opt-out' at any point in the research fieldwork, your interview recording and transcript will be destroyed and not included in the study. All retained data will be anonymised.

What are the possible benefits of taking part?

The main aim of the study is to explore from you on the topic for in depth understanding so as to build new knowledge on motivation of public health sectors. However, your contribution may also apply to other public sectors. Furthermore, your contribution will lead to improved motivational policies and management practices in public health sectors.

What if there is a problem?

The researcher is available to be contacted at any point during the study should any questions or problems arise (contact details are listed below).

Who is organising or funding the research?

The researcher has organised the research study and is funded by Tanzania Institute of Accountancy as part of its effort to develop the academic staff with research qualification and enhancing career growth in academic sphere.

Appendix B: Participant Consent Form

Research Title: *Socio-cultural influence on Employee Motivation in Tanzanian Public Health Sector*

Researcher's Name: Bruno A. Ng'ingo - PhD Research Student at the Open University of Tanzania

Supervisors: Dr. Saganga. Kapaya and Dr. Enock Mlyuka

Please put a tick in each box below to confirm that each statement has been read and individually consented to.

I have read the Participant Information Sheet and the nature and purpose of the research has been explained to me. I understand and agree to take part. [ ]

I understand the purpose of the research and my involvement in it. [ ]

I understand that I may withdraw from the research at any time during the data collection phase. Upon conclusion of the field work, the researcher will notify all participants that the study has come to an end. Please note: all data collected will be coded and once analysed, will be made anonymous. [ ]

I understand that while information gained during the study may be published, I will not be identified and my personal results will remain confidential. [ ]

I understand that I may be audio recorded during the interview. [ ]

I understand that data will be stored by the researcher. Any electronic copies will be password protected. The supervisors may have access to the audio recordings for audit and checking purposes only. If any further access is required, the researcher will contact the participant in writing. [ ]

I understand that I may contact the researcher or supervisors , if I require further information about the research. I may also contact the Open University of Tanzania, if I wish to make a further enquiry relating to my involvement in the research. [ ]

Signed ……………………………………………………………………

(Research Participant)

 Date …………………

Contact details Researcher: Bruno Ng'ingo at ngingobr@yahoo.com/ ngingobr@gmail.com or mobile phone 0717525457/0736525457

APPENDIX C: SWAHILI VERSION

KIAMBATISHO H: FOMU YA IDHINI KWA MSHIRIKI

MADA YA UTAFITI: *USHAWISHI KIJAMII NA KITAMADUNI KWENYE MOTISHA YA WAFANYAKAZI KATIKA SEKTA YA AFYA YA UMMA TANZANIA*

Jina la mtafiti: Bruno A. Ng'ingo – Mwanafunzi wa shahada ya uzamivu-Chuo kikuu Huria cha Tanzania

Wasimamizi: Dr. Saganga .Kapaya na Dr. Enock Mlyuka

Tafadhali weka alama ya tiki kwenye kisanduku katika sentensi zifuatazo ili kuthibitisha kwamba umezisoma sentensi hizo na unaridhia kwa hiari yako

Nimeisoma karatasi ya habari kwa washiriki na nimeelezwa juu ya aina na lengo la utafiti. Nimeelewa na nimekubali kushiriki [ ]

Ninaelewa lengo la utafiti huu na ushiriki wangu. [ ]

Ninaelewa kwamba ninaweza kujitoa kwenye utafiti huu muda wowote wakati wa ukusanyaji taarifa. Baada ya kukamilisha ukusanyaji taarifa, mtafiti atawataarifu washiriki wote kwamba utafiti umefikia mwisho. Tafadhali kumbuka taarifa zote zitakazokusanywa zitapewa ziwakilishi na mhusika hatatajwa [ ]

Ninafahamu kwamba taarifa itayopatikana wakati wa utafiti itachpishwa. Sitatambuliwa na matokeo yangu ya kibinafsi yatabaki kuwa siri [ ]

Ninafahamu kwamba naweza kurekodiwa wakati wa mahojiano [ ]

Ninafahamu kwamba taarifa za utafifiti zitahifadhiwa na mtafiti. Nakala zote za kielektroniki zitahifadhiwa kwa neno siri. Wasimamizi wanaweza kusikiliza sauti zilizorekodiwa kwa lengo la ukaguzi na uhakiki. Ikiwa taarifa zaidi zitahitajika basi mtafiti atamuarifu mshiriki kwa maandishi [ ].

Ninafahamu kwamba ninaweza kuwasiliana na mtafiti au msimamizi ikiwa ninahitaji taarifa zaidi kuhusu utafiti huu. Ninaweza pia kuwasiliana na Chuo Kikuu Huria ikiwa nitahitaji ufafanuzi zaidi kuhusina na ushiriki wangu [ ]

Saini ya mshiriki ……………………………………………………………………
 Tarehe …………………

Mawasiliano: Bruno   Ng'ingo   kupitia   baruapepe
ngingobr@yahoo.com/ngingobr@gmail.com au nambari za simu   0717525457/
0736525457

APPENDIX I: 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: 255-22-2668992/2668445
ext.2101
Fax: 255-22-2668759
E-mail: dpgs@out.ac.tz

REF: PG201504875

02nd September 2019

Regional Administration Secretary,
Dar es Salaam Region
P. O. Box 5429,
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 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Bruno Andrew Ng'ingo, Reg No: PG201504875** pursuing **PhD.** We hereby grant this clearance to conduct a research titled *"Socio-cultural Influence on Employee Motivation in Tanzania Public Health Services"*. *He* will collect his data at Temeke, Mwananyamala and Amana Referrals Hospitals between 4th October 2019 to 10th April, 2020.

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

Yours Sincerely,

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

Individual and Cultural Differences

Personal Values and Ethics

6. What is the role of ethical behavior in managerial actions?

A factor that has surprised many business leaders is the alarming rise in accusations of unethical or disreputable behavior in today's companies. We hear with increasing regularity of stock market manipulations, disregard of environmental hazards, bribes, and kickbacks. To understand these behaviors, we must examine the role of values and personal ethics in the workplace. We begin with the concept of values.

A *value* may be defined as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence."

M. Rokeach, *The Nature of Human Values* (New York: Free Press, 1973), p. 5.

In other words, a value represents a judgment by an individual that certain things are "good" or "bad," "important" or "unimportant," and so forth. As such, values serve a useful function in providing

guidelines or standards for choosing one's own behavior and for evaluating the behavior of others.

Characteristics of Values

The values people have tend to be relatively stable over time. The reason for this lies in the manner in which values are acquired in the first place. That is, when we first learn a value (usually at a young age), we are taught that such-and-such behavior is *always* good or *always* bad. For instance, we may be taught that lying or stealing is always unacceptable. Few people are taught that such behavior is acceptable in some circumstances but not in others. Hence, this definitive quality of learned values tends to secure them firmly in our belief systems. This is not to say that values do not change over time. As we grow, we are increasingly confronted with new and often conflicting situations. Often, it is necessary for us to weigh the relative merits of each and choose a course of action. Consider, for example, the worker who has a strong belief in hard work but who is pressured by her colleagues not to outperform the group. What would you do in this situation?

Rokeach has identified two fundamental types of values: instrumental and terminal.

Ibid.

Instrumental values represent those values concerning the way we approach end-states. That is, do we believe in ambition, cleanliness, honesty, or obedience? What factors guide your everyday behavior? Terminal values, on the other hand, are those end-state goals that we prize. Included here are such things as a comfortable life, a sense of accomplishment, equality among all people, and so forth. Both sets of values have significant influence on everyday behavior at work.

You can assess your own instrumental and terminal values by completing the self-assessment in the end-of-chapter assignments. Simply rank-order the two lists of values, and then refer to the reference for scoring procedures.

Role of Values and Ethics in Organizations

Personal values represent an important force in organizational behavior for several reasons. In fact, at least three purposes are served by the existence of personal values in organizations: (1) values serve as standards of behavior for determining a correct course of action; (2) values serve as guidelines for decision-making and conflict resolution; and (3) values serve as an influence on employee motivation. Let us consider each of these functions.

Standards of Behavior. First, values help us determine appropriate standards of behavior. They place limits on our behavior both inside and outside the organization. In such situations, we are referring to what is called *ethical behavior, or ethics. Employees at all levels of*

the organization have to make decisions concerning what to them is right or wrong, proper or improper. For example, would you conceal information about a hazardous product made by your company, or would you feel obliged to tell someone? How would you respond to petty theft on the part of a supervisor or coworker in the office? To some extent, ethical behavior is influenced by societal values. Societal norms tell us it is wrong to engage in certain behaviors. In addition, however, individuals must often determine for themselves what is proper and what is not. This is particularly true when people find themselves in "gray zones"—situations where ethical standards are ambiguous or unclear. In many situations, a particular act may not be illegal. Moreover, one's colleagues and friends may disagree about what is proper. In such circumstances, people have to determine their own standards of behavior.

Two Cultures' Perspectives of Straight Talk

Yukiko Tanabe, a foreign exchange student from Tokyo, Japan, was both eager and anxious about making new friends during her one-year study abroad in the United States. After a month-long intensive course in English over the summer, she began her studies at the University of California. Yukiko was in the same psychology class as Jane McWilliams. Despite Yukiko's somewhat shy personality, it did not take long before she and Jane were talking before and after class and studying together.

Part of the way through the term, the professor asked for volunteers to be part of an experiment on personalities and problem-solving.

The professor also offered extra credit for participation in the experiment and asked interested students to stay after class to discuss the project in more detail.

When class was over, Jane asked Yukiko if she wanted to stay after and learn more about the project and the extra credit. Yukiko hesitated and then said that she was not sure. Jane replied that it would only take a few minutes to listen to the explanation, and so the two young women went up to the front of the class, along with about 20 other students, to hear the details.

The project would simply involve completing a personality questionnaire and then attempting to solve three short case problems. In total, it would take about one hour of time and would be worth 5 percent extra credit. Jane though it was a great idea and asked Yukiko if she wanted to participate. Yukiko replied that she was not sure. Jane responded that they could go together, that it would be fun, and that 5 percent extra credit was a nice bonus. To this Yukiko made no reply, so Jane signed both of them up for the project and suggested that they meet at the quad about 10 minutes before the scheduled beginning of the experiment.

On the day of the experiment, however, Yukiko did not show up. Jane found out later from Yukiko that she did not want to participate in the experiment. "Then why didn't you just say so?" asked Jane. "Because I did not want to embarrass you in front of all your other friends by saying no," explained Yukiko.

Source: Personal communication by the author. Names have been disguised.

Guidelines for Decision-Making and Conflict Resolution. In addition, values serve as guidelines for making decisions and for attempting to resolve conflicts. Managers who value personal integrity are less likely to make decisions they know to be injurious to someone else. Relatedly, values can influence how someone approaches a conflict. For example, if your boss asks your opinion about a report she wrote that you don't like, do you express your opinion candidly or be polite and flatter her?

An interesting development in the area of values and decision-making involves integrity or honesty tests. These tests are designed to measure an individual's level of integrity or honesty based on the notion that honest or dishonest behavior and decisions flow from a person's underlying values. Today over 5,000 firms use these tests, some of which use direct questions and some of which use camouflaged questions. Although the reliability of the most common tests seem good, their validity (i.e., the extent to which they can accurately predict dishonest behavior) is more open to question.

Paul R. Sackett, Laura R. Burris, and Christine Callahan. 1989. Integrity Testing for Personnel Selection. *Personnel Psychology, 42*, 491–529.

Nevertheless, because they do not cost much and are less intrusive than drug or polygraph testing, integrity tests are increasingly used to screen potential employees.

Influence on Motivation. Values affect employee motivation by determining what rewards or outcomes are sought. Employees are often offered overtime work and the opportunity to make more money at the expense of free time and time with their families. Which would you choose? Would you work harder to get a promotion to a perhaps more stressful job or "lay back" and accept a slower and possibly less rewarding career path? Value questions such as these confront employees and managers every day.

Prominent among work-related values is the concept of the work ethic. Simply put, the work ethic refers to the strength of one's commitment and dedication to hard work, both as an end in itself and as a means to future rewards. Much has been written lately concerning the relative state of the work ethic in North America. It has been repeatedly pointed out that one reason for our trouble in international competition lies in our rather mediocre work ethic. This is not to say that many Americans do not work hard; rather, it is to say that others (most notably those in East Asia) simply work harder.

There are many ways to assess these differences, but perhaps the simplest way is to look at actual hours worked on average in different countries both in Asia and Western Europe. Looking at **(Figure)**, you may be surprised to discover that although the

average American works 1,789 hours (and takes an average of 19.5 vacation days) per year, the average South Korean works 2,070 hours per year (and takes only 4.5 days of vacation)!

R. M. Steers, Y. K. Shin, and G. R. Ungson, *The Chaebol: Korea's New Industrial Might* (New York: Harper & Row, 1989), p. 96.

The typical Japanese worker works 1,742 hours per year and takes 9.6 days of vacation. Meanwhile, Western Europeans work fewer hours and take more vacation days. Thus, although Americans may work longer hours than many Europeans, they fall far behind many in East Asia.

Average Hours Worked and Vacation Taken per Worker

Country	Average Hours Worked per Year	Vacation Days Actually Taken

Source: Adapted from OECD.Stat, "Average annual hours actually worked per worker," accessed July 20, 2018, https://stats.oecd.org/Index.aspx?DataSetCode=ANHRS; and

Average Hours Worked and Vacation Taken per Worker

Country	Average Hours Worked per Year	Vacation Days Actually Taken
Richard M. Steers, Yoo Keun Shin, and Gerardo R. Ungson, *The Chaebol: Korea's New Industrial Might* (Philadelphia: Ballinger, 1989).		
South Korea	2,070	4.5
United States	1,789	19.5
OECD Average	1,763	
Japan	1,742	9.6
United Kingdom	1,676	22.5
Germany	1,288	30.2

Average Hours Worked and Vacation Taken per Worker

Country	Average Hours Worked per Year	Vacation Days Actually Taken
France	1,472	25.0

Example: A Country Tries to Reduce Its Workweek

What does a country do when its people are overmotivated? Consider the case of Japan. On the basis of Japan's newfound affluence and success in the international marketplace, many companies—and the government—are beginning to be concerned that perhaps Japanese employees work too hard and should slow down. They may be too motivated for their own good. As a result, the Japanese Department of Labor has initiated a drive to shorten the workweek and encourage more Japanese employees to take longer holidays. The effort is focusing on middle-aged and older employees, because their physical stamina may be less than that of their more junior colleagues. Many companies are following this lead and are beginning to reduce the workweek. This is no easy task in a land where such behavior may be seen by employees as

showing disloyalty toward the company. It requires a fundamental change in employee attitudes.

At the same time, among younger employees, cracks are beginning to appear in the fabled Japanese work ethic. Younger workers are beginning to express increased frustration with dull jobs and routine assignments, and job satisfaction appears to be at an all-time low. Young Japanese are beginning to take longer lunch periods and look forward to Friday and the coming weekend. Whether this is attributable to increasing affluence in a changing society or simply the emergence of a new generation, things are changing—however slowly—in the East.

L. Smith, "Cracks in the Japanese Work Ethic," *Fortune,* May 14, 1984, pp. 162–168; K. Van Wolferen, *The Enigma of Japanese Power* (New York: Knopf, 1989).

1. What role do managers undertake to ensure an environment where ethics and values are followed?

6. What is the role of ethical behavior in managerial actions?

A value is an enduring belief that one specific mode of conduct or end-state is preferable to others. Instrumental values are beliefs concerning the most appropriate ways to pursue end-states, whereas terminal values are beliefs concerning the most desirable end-states themselves.

Ethics are important to individuals because they serve as (1) standards of behavior for determining a correct course of action, (2) guidelines for decision-making and conflict resolution, and (3) influences on employee motivation. The work ethic refers to someone's belief that hard work and commitment to a task are both ends in themselves and means to future rewards.

Glossary

Ethics

Values that help us determine appropriate standards of behavior and place limits on our behavior both inside and outside the organization.

Instrumental values

Represent those values concerning the way we approach end-states and whether individuals believe in ambition, cleanliness, honesty, or obedience.

Personal values

Represent an important force in organizational behavior for several reasons.

Terminal values

End-state goals that we prize.

Work ethic

Refers to the strength of one's commitment and dedication to hard work, both as an end in itself and as a means to future rewards.

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Understanding Workplace Values

How to Find People Who Fit Your Organization's Culture

Strengthen your team with shared values.

A new recruit might seem to tick all the right boxes, displaying a high degree of competence, aptitude and experience. But that still doesn't necessarily make them right for the job.

Workplace values are one of the most important factors in choosing a new team member. Values inform everything you do – and if values clash, it can show.

We all have our own workplace values. And, while you can't always make sure that each person's values are perfectly aligned, you can try to hire people who fit. In this article, we'll look at how you can better recognize and understand workplace values – the attitudes that "make them tick."

The Importance of Workplace Values

Your workplace values are the guiding principles that are most important to you about the way that you work. You use these deeply held principles to choose between right and wrong ways of working, and they guide important decisions and career choices.

Some (possibly conflicting) examples of workplace values include:

- Being accountable.

- Making a difference.

- Focusing on detail.

- Delivering quality.

- Being honest.

- Keeping promises.

- Being reliable.

- Being positive.

- Meeting deadlines.

- Being a great team member.

- Respecting company policy and rules.

- Showing tolerance.

It's important that your people's personal workplace values align with the organization's workplace values. These set the tone for your company's culture, and they pinpoint what your organization, as a whole, cares about.

Values alignment helps the organization as a whole to achieve its core mission by providing a common purpose. When values are out of alignment, people work toward different goals, with different intentions, and with different outcomes. This can damage work relationships, productivity, job satisfaction, and creative potential.

Note:

While there are many positives to hiring like-minded people, there are also downsides. Hiring only for "cultural fit" risks creating a monoculture – a unit that tends toward groupthink and even discriminates against difference.

See our article on "**cultural add** " to learn how to hire people that reflect your organization's values but bring something new to the table, too.

Identifying Your Core Workplace Values

Before you learn how to identify the values of others, make sure that you **understand your own values** . For example, does meeting a project deadline take priority over delivering exceptional work? Once you have a thorough understanding of the values that are most important to you, you can better understand and identify others' values.

Start by talking with your most respected team members about the workplace values that they feel are important. Ask them to **brainstorm** the values that they believe are most prevalent among good performers, and list these on a whiteboard or flip chart for them to see.

Once they have come up with their ideas, work together to cut the list down to the five most important workplace values. (Use the **Modified Borda Count** if you have any problems reaching consensus.)

Next, discuss how people demonstrate these values every day. How do they make these values come to life? And how can you encourage more of these behaviors?

You can also talk to team members one-on-one to get a better idea of their workplace values, **coach them to explore beliefs and values** , or simply study their behavior. For instance, team members might say that they value teamwork, but it's the people who stay late to help a colleague who actually demonstrate this.

Organizational values are equally important to team and individual values. Your organization's values may be listed in an employee handbook or on an intranet site. You can also identify organizational values by looking at how people work within the company, and by looking at the actions that the organization has taken over the last few years.

How to Understand People's Workplace Values

We'll now explore four ways to understand the workplace values of your people and of any potential new recruit.

Ask Focused Interview Questions

When you're interviewing potential team members, use focused questions to identify their workplace values. First, ask questions based around your own organization's workplace values. For instance, imagine that you want to find a team member who, among other values, appreciates diversity.

You could ask questions like:

- "Describe a time when you had to work with a wide variety of people. How did you go about identifying and understanding their points of view? How did you adapt your own working style to work more effectively with these people? What was the outcome?"

- "Has there ever been a time when your beliefs clashed with someone else's on your team? If so, how did you overcome these differences?"

These questions encourage interviewees to open up about how they approach these issues.

Tip:

See our article on **structuring interview questions** to find the answers you need from interview questions.

Use Role-Playing Scenarios

When you're interviewing a new recruit, use techniques such as **role-playing** , or an **Inbox/In-tray Assessment** to see a potential hire in action. Set up scenarios or problems that are subtly centered around the workplace values that you're looking for. People in role-playing scenarios have to think on their feet, which means that it's difficult for them to adjust their behaviors to the ones they think you want to see. This means that you're more likely to get an accurate look at how they would behave in your team.

Look at Past Work History

You also need to look at the potential recruit's past work history. Examine the organization that they worked at previously to identify any possible clash in

values (this might be most obvious if they've worked with a well-known competitor).

Keep in mind that while most people can be coached to adapt to a new working culture, some professionals will find it hard to shift their priorities. Deeper values may be very hard to change.

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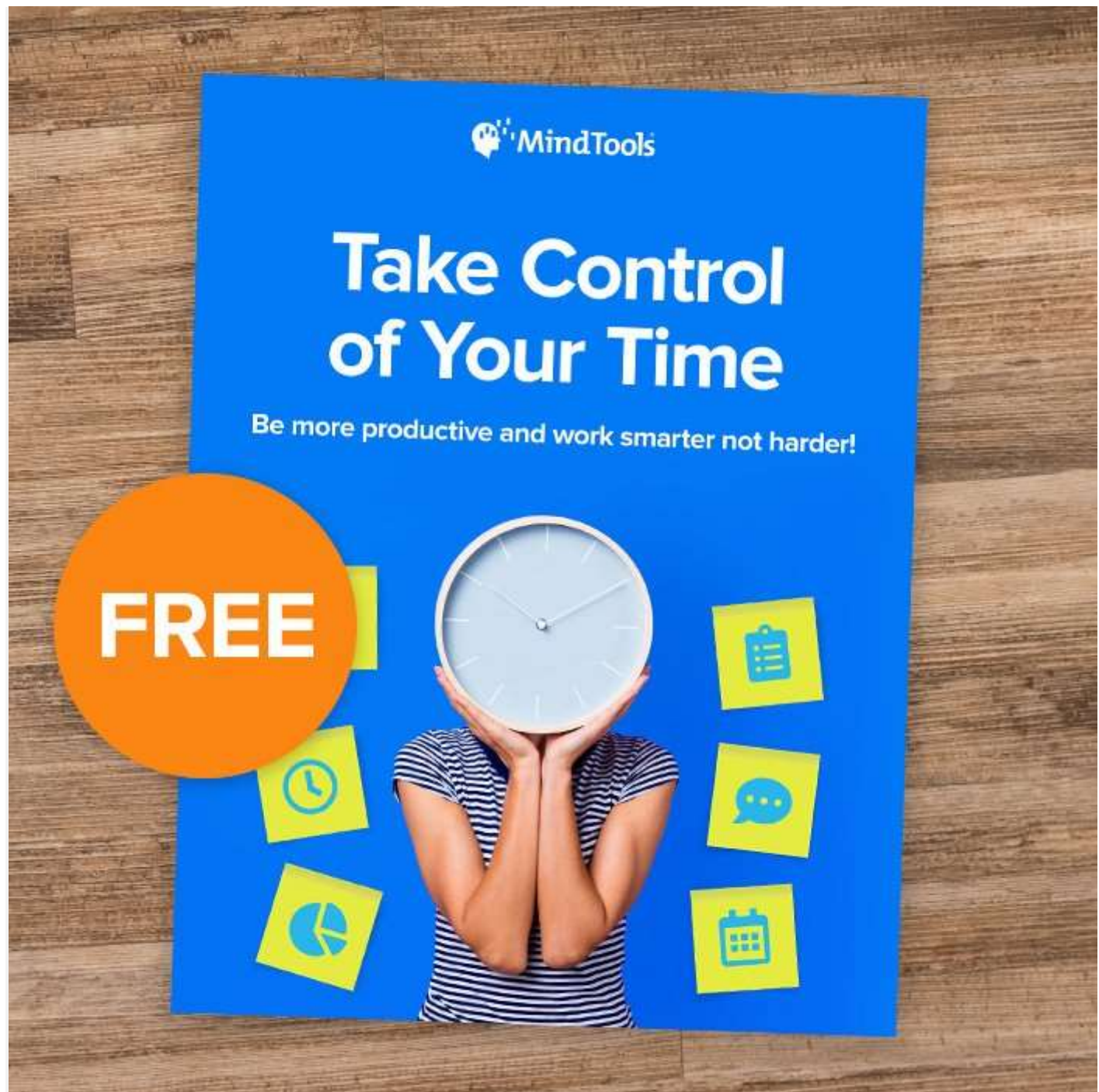
Use Psychometric Tests

Psychometric tests are useful for measuring the values and beliefs of potential hires because they're standardized. Recruits can't simply tell you what they think you want to hear.

Instead, they must answer questions that will point to their deepest values, beliefs, and motivating factors. You can use tests such as The California Psychological Inventory (CPI™) to identify many aspects of an individual's interpersonal experience, values and feelings.

Tip:

Our **Recruiting Skills Bite-Sized Training session** can help you to design jobs, write job adverts, and ask interview questions that attract people with the right values.

Key Points

Workplace values drive the attitudes and behaviors that you see within your team. These values might include respecting others, keeping promises, showing personal accountability, or providing excellent service.

It's important to identify and understand the workplace values of successful team members, so that you can select new recruits who share these values or can add to them in some way.

When interviewing new recruits, ask focused interview questions, use role-playing scenarios, look at their past history and experience, and use psychometric tests to find the recruits with the best cultural fit.

This site teaches you the skills you need for a happy and successful career; and this is just one of many tools and resources that you'll find here at Mind Tools. Subscribe to our **free newsletter**, or **join the Mind Tools Club** and really supercharge your career!

The Importance of Values in the Workplace

Values are meant to reflect what is important to us in life. Our values represent our personal guiding principles or life goals, guiding our behavior in all aspects of life, including our home life, our work like, and our social life. The importance of values lies in their purpose, which is, in short, to **guide our beliefs, attitudes, and behaviors**.

In a hurry? Take the infographic to go!

Values in the Workplace

 Download Infographic

What Are Values?

While we are not always aware of our own values, knowing what values *are* can actually help you make better decisions that benefit you and others in the long run. This could mean taking a job that has clearer opportunities for variety, change, and spontaneity, or a job that has clearer opportunities for security and tenure.

Values, at their core, are ordered by priority. For example, someone may value freedom over comfort, and comfort over equality. This hierarchy of importance translates to the belief that, if necessary, one thing (equality) should be sacrificed for another (comfort), and then another (comfort) for another (freedom).

Where Do Values Come From?

An important thing to note is that values cannot exist in isolation from society. Essentially, every value we think of can be referred to as a 'goodness' that exists in our minds, which in turn, exists as a sociometer construct that guides both collective and individual action. While individuals may perceive themselves to be following their own, personal values, they always arise from a social or biological context.

Values can be formed biologically, determined by our human needs, wants, and desires, and following our birth, they are formed from particular social groups, whose core values are determined by its purpose. Some examples include:

Tribes

- **Possible Core Values:** Courage, loyalty, and honesty.
- **Purpose:** Survival and staying together.

Sports Teams

- **Possible Core Values:** Discipline, mental toughness, and competitiveness.
- **Purpose:** To train and win.

School Class

- **Possible Core Values:** Popularity, emotional intelligence, and sociability.
- **Purpose:** Develop social skills.

College Class

- **Possible Core Values:** Wit, knowledgeability, and rationality.
- **Purpose:** To debate and share knowledge.

Company

- **Possible Core Values:** Innovation, perseverance, and assertiveness.
- **Purpose:** To be successful and earn a profit.

Importance of Values in the Workplace

Values are important because they guide our beliefs, attitudes, and behavior. If you continuously compromise your values in your decision-making, the detriments to your own morale are undeniable. Recognizing, understanding, and staying loyal to your values is therefore one of the most important efforts any human being can take, and is equally as important when it comes to the workplace.

Here is a list of reasons outlining the specific importance of values in the workplace:

1. Values help you to gain self-respect.

Sticking to your values and choosing not to compromise them for demands is a guaranteed way to regain self-respect. For example, if you value punctuality, communicate this to your coworkers. If you feel you are being underappreciated or neglected by your superiors, speak up.

If you do not respect yourself by staying true to what you believe is morally sound, and what falls in line with your values, there is no reason for anyone else to respect you either. Communicating your values not only improves your relationships and happiness with others but builds self-respect.

"If you want to be respected by others, the great thing is to respect yourself. Only by that, only by self-respect, will you compel others to respect you."
– Fyodor Dostoyevsky

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2. Values help you be clear about your wants.

Personal values don't only serve an important function in your life. They can be especially useful in the workplace as well, informing your job searches or career decision making.

In order to identify your personal work values, you should aim to sort values from most important to least important. These could include recognition, achievement, independence, support, working conditions, justice, and so on. By having a clear sense of which values are important to your work efforts, you will be able to identify the companies or industries that have methods and goals most conducive to your personal values.

The crux of this is in understanding which specific values are of utmost importance to us, in order to avoid compromising them in any way in our work life. If you don't have a clear understanding of what your values are, you will have a lot of difficulties figuring out what it is you are looking for to be satisfied and happy at work.

"It's not hard to make decisions when you know what your values are."
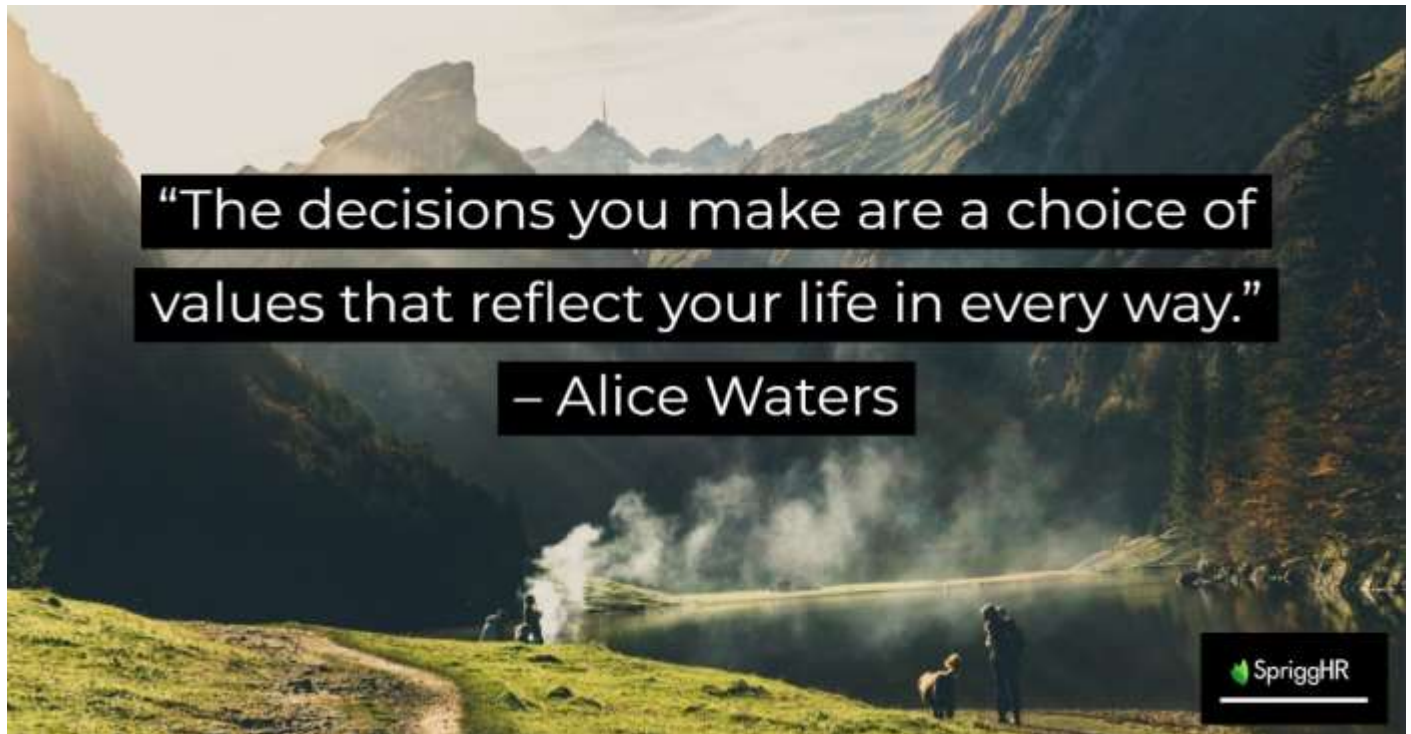– Roy Disney
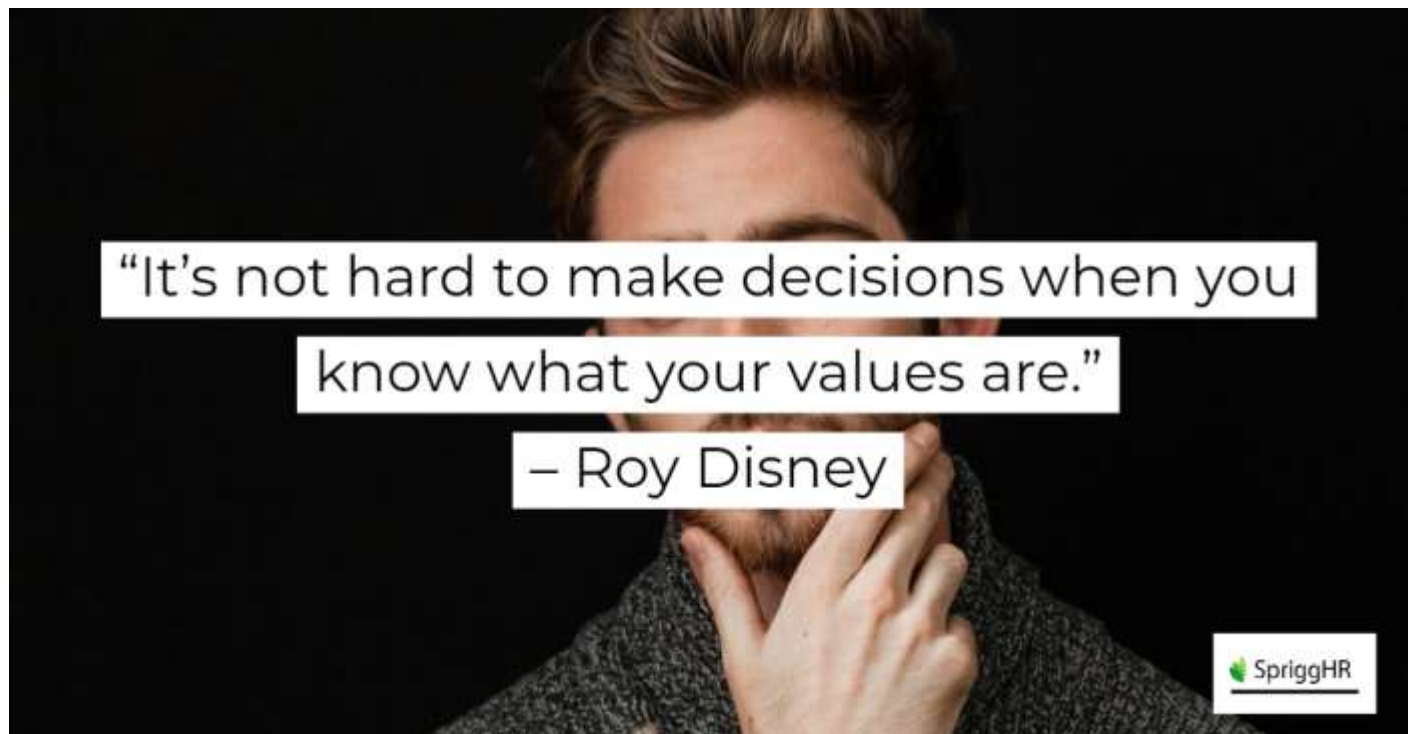
3. Values help you in decision-making.

The modern job market can make anyone feel like they have all the choices in the world, but with that opportunity overload, there comes the feeling that we have 'forgotten' how to make a good decision. There will always be alternatives, always different opportunities and paths you can take. Having a clear sense of what your

values are can help you to navigate those options, eventually drawing out the ideal choice.

For example, if you have reached your maximum position for growth and advancement in the company you work for, what steps do you take? Are you meant to stay and compromise your desire for more stimulation for job security, or do you value stimulation *more* than security, and start looking for a new job where you can further develop?

Realizing and identifying our values are of utmost importance because when we understand them, we are able not only to communicate them when changes need to be made, but we can also draw on them when we decide to change paths if they are not being met.

"The decisions you make are a choice of values that reflect your life in every way."
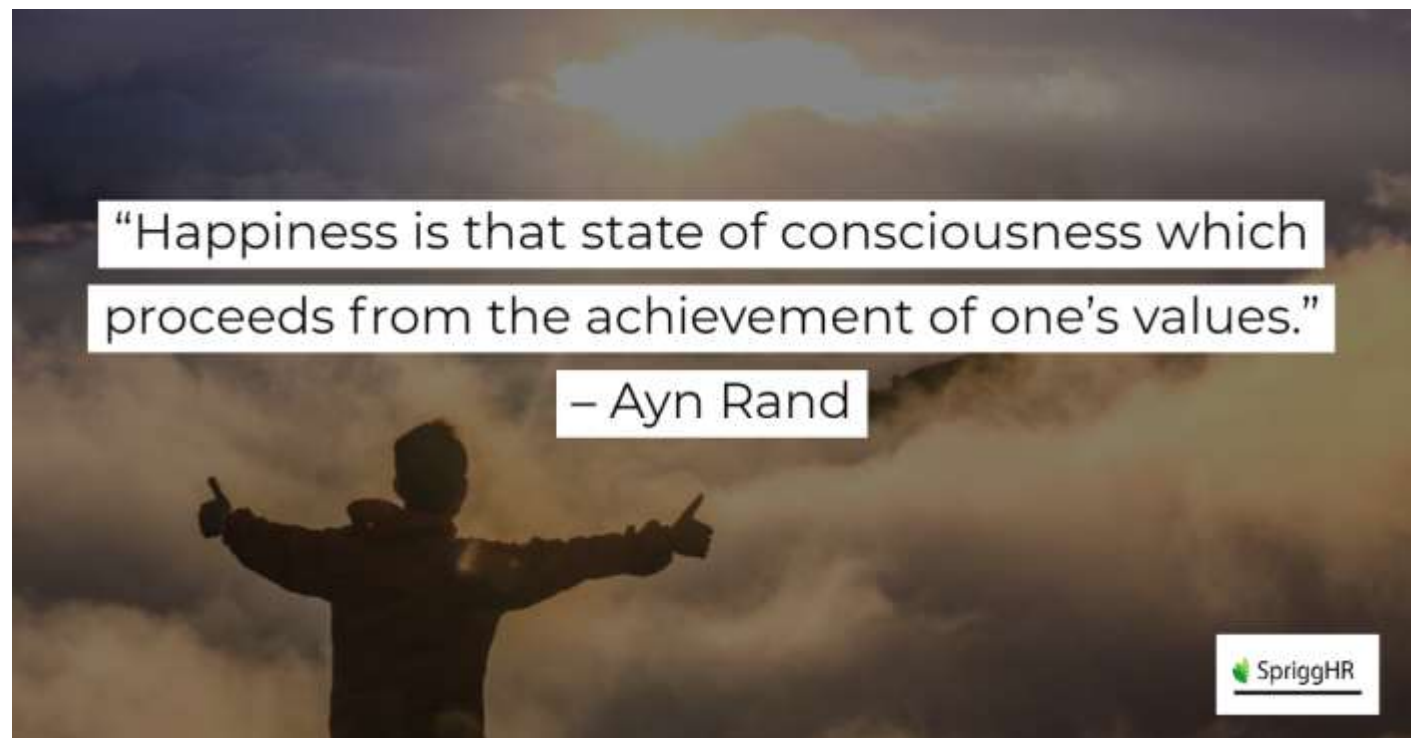– Alice Waters

4. Values help you enjoy your life.

Values are the ethical goal statements that drive our behavior, and while some may change over time, our core values remain intact from the moment they are conceived. Your personal values are directly connected to your contemplating conscience. When something spurs you to behave against your values, your conscience raises an objection and persists until it cannot be ignored without sacrificing your happiness.

Hanging on to a job or a position because of its potential you can see in it, sacrificing your own contentedness and value satisfaction in your work is not a healthy choice to make. There will always be a positive correlation between our values and job

satisfaction. Seeking out a common denominator between your value system and your employer will allow you to reach fulfillment in your experience at work.

"Happiness is that state of consciousness which proceeds from the achievement of one's values."
– Ayn Rand

5. Values keep you motivated, focused, and engaged.

When you're working for a company with whom you disagree with over their product, process, or mission, your productivity suffers. Living in accordance with values keeps us motivated and happy in all areas of our lives, including the workplace. Working towards a goal we don't strongly believe in can leave us lagging in our efforts, losing motivation much faster than if we were to truly want to strive for the goal in question.

"When you achieve complete congruence between your values and your goals, you feel strong, happy, healthy, and fully integrated as a person.

You develop a kind of courage that makes you completely unafraid to make decisions and act. Your whole life improves when you begin living your life by the values that you most admire."
– Brian Tracy

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Final Thoughts on the Importance of Values

Understanding that others can have different values from your own is the crux of better understanding others altogether. Values can help us to predict each other's choices, avoiding misunderstandings, frustration, and distrust. Understanding that other people prioritize a different set of values that guide their behaviour will help you to better understand that while their choices may differ from yours, they are right for them.

Our values inform us through, words, and actions. They help us to grow and develop, creating the future we want to experience, both for ourselves and for others. Clarity

about your values can help create a strong life foundation, providing you a basis for

decision-making and setting you up for happiness in both life and wor

The Influence of Religious Commitment on Employee's Motivation in Tanzanian. A Case of Public Health Sector

ABSTRACT

The purpose of the study was to explore the influence of religious commitment on employee motivation in Tanzanian public health sector. The study was conducted at Muhimbili National Hospital, Temeke Referral Hospital and Amana Referral Hospital in Dar es salaam, Tanzania. The study was cross-sectional. Qualitative research design and exploratory research strategies were adopted during the research process. Purposive sampling technique was used to obtain a sample of 57(saturation point) participants. Data were collected through interview method. Authenticity and dependability of data collection instruments were ensured through pre-testing method, expert valuation and peer reviews from research units of the selected health facilities. Data analysis was done through thematic data analysis technique with the aid of Nvivo Mac version 12 plus. The study findings indicated that participants had the opinion that religious commitment (turnover rate, level of productivity and the degree of absenteeism) influenced health workers' motivation through teachings which insisted on desire to work, honest and respect loyalty and obedience, good ethics and morals. A new knowledge had been established on understanding how and why religious commitment influenced employee motivation in Tanzanian context. It was revealed that religious commitment influenced employees' motivation through low turnover rate, high level of productivity in terms of service delivery, and low degree of absentiseeim. This was because teachings revealed that human being inflictions and health complications are part of human journey and test from God therefore health service providers must treat sick ones with love, care integrity and passionate for the reward will come from Above. Policy makers were recommended to use a combination of factors including religious commitment in reviewing, developing and evaluating motivation policies as well as observing religious tolerance. In addition, religion was found as a basis for nurturing behavior, feelings, reactions, perception, values, and norms of an individual which thereafter influence work motivation. Religious leaders need to address more on positive work behavior and attitude which promotes positive motivation perception and that would stimulate multi religious' employees' motivation

Key words:

Religion, motivation, health worker, public health sector

1.0 Background

Religion has an important influence on people's behavior and interacts with various aspects of life. At the same time, it has a significant impact on a person's spirituality and psychology (Przepiorka and Sobol-Kwapinska, 2018), as well as on personal development. Religiosity can also be an essential factor shaping physicians' attitude towards patients (Pawlikowski et al., 2012; Wenger & Carmel, 2004). Religious beliefs can also help to deal with stress and overcome difficulties. In addition, religion appears to be a supportive force in reducing psychological pressure and crime and increasing life satisfaction. Individuals express religiosity in different ways. Many religious people base their moral code on the teachings of the major religions, which express divine rules and behavior that followers must adhere to. Both theoretical and empirical studies have been conducted on the impact of religious beliefs and behavior on individuals and their impact on the behavior of people in the workplace. Numerous other studies have shown that religion as a perceived social identity in the workplace can change the way people view the job (Ekizler and Galifanova, 2020). Due to the ever-increasing demand for quality healthcare services, motivating healthcare workers has become a major focus in every country in the world today. Motivation is anything that stimulates an individual's willingness to act or do something in a certain behavior in a certain way (Heathfield, 2015). Furthermore, motivation is viewed as a value-based, psychological and biological stimulus that activates human behavior and verbal and physical responses in a given situation and social setting (Toode, 2015).

While research shows that the importance of helping others is more common among religious people, it has also been found that members of religious congregations work more frequently and dedicate more hours to health service (Abuiyada, 2018; Ariza-Montes et al., 2018; DeAngelis et al., 2016; Einolf, 2011; Fényes, 2015; Hill & Dulk, 2013; Hustinx et al. 2015; Merino, 2013; Monsma, 2007; Paxton et al. 2014; Wilson & Janoski, 1995; Yeung, 2018).

WHO (2006) defined a health worker as a person who is professionally trained and qualified to provide health services and improve the health of people in the community. In this paper, health worker motivation can be described as a psychological drive that stimulates a health worker to respond to a situation in a particular social setting. Religion plays an important role in uniting people and communities and in modeling employee behavior in the workplace (Blooms, 2012). The working life of an employee is also supported and shaped by religion. Furthermore, Bakar (2013) found that Islam has had a major influence on work behavior in Malaysia. In addition, the study by Yusuf et al., H; Said, N. and Ali, S, (2016) that Islamic teachings influenced the attitudes of health workers in the workplace.

In addition, Tracey et al. (2014) and Delbcq (2015) found that religious ethics and values played a significant role in influencing employees' mindset, loyalty, and willingness to work, attitude, behavior and perceptions of motivation in the workplace. The above studies were conducted in areas where the majority of the population belonged to a single religious sect. It is implied that their findings may not be adopted in multi-religious workplaces. Furthermore, the studies visited above did not explain why and how religion influences employee motivation. In addition, religion influences employees' perceptions of the organization in which they work. Furthermore, religion, through its teachings, provides the basis that shapes the work attitude and cooperation of employees in the workplace (Hage and Posner, 2015). It is believed that, loyalty and obedience in the workplace stem from an employee's religious background. Work commitment,

decision making and ethical behavior are encouraged by religious teachings and these factors enhance motivation (Kutcher, 2010). Additionally, religion is more internal and is closely associated with an employee throughout their working life. Religion is like a brain in the human body (Hage and Posner, 2015). Therefore, religious commitment forms the basic principle of employee motivation in the workplace..

Religious beliefs can profoundly affect the way employees do their jobs. In the United States, nearly 80% of people are associated with a religion (Pew Research Center, 2015) and in England and Wales it is 68% (Office for National Statistics, 2012), suggesting that a large proportion of the workforce associates with religion of a religion could identify . Nonetheless, religious identity in the workplace is often neglected in HR theory and practice, making it a diversity issue in the workplace prone to tension and conflict (Gebert et al., 2014). In 2014, the case of two Catholic midwives seeking to evade supervision of abortion procedures reached the UK Supreme Court, which ruled against them (BBC News, 2014). In 2017, in response to the sacking of a Muslim receptionist, the European Court of Justice ruled that workplace bans on wearing hijabs need not constitute discrimination (BBC News, 2017). Recently, several retail pharmacy chains in the United States faced public backlash after some pharmacists refused to fill prescriptions they believed violated their religious beliefs (Turesky, 2018). These events have drawn media attention and public debate, pointing to possible conflicts between the expression of professional and religious identities.

Likewise, religion acts as a guiding principle for how the employee responds to their work environment and how they interpret most organizational practices and experiences, including motivation (Delbcq, 2015). In addition, religion influences the norms that shape the duties and responsibilities of employees at work. Employees with a high moral sense have the ability to adopt attitudes, behaviors and decisions based on their moral values, including perceptions of employee motivation (Bouarif, 2015). The results of the above studies had not provided a clear understanding of why and how religion affected employee motivation. To fill this gap, this study examined why and how religion influences the motivation of public health workers in Tanzania.

Religious identity is linked to a number of important outcomes in the workplace. It can influence and enhance an individual's decisions and contributions in the workplace when there is a clear link between professional and religious values and behaviors (e.g. Morrison & Borgen, 2010). On the other hand, tensions between religious and work identities can negatively impact employee wellbeing and other individual outcomes (Ghumman, Ryan, Barclay, & Markel, 2013). However, the interface between religion and the workplace has not been extensively studied in either human resources or organizational research (Lynn, Naughton & Vander Veen, 2010). For this reason, more research into the association of religion with workplace discrimination (Cantone & Wiener, 2017), work-related stress (Brotheridge & Lee, 2007) and diversity practices (Gebert et al., 2014; Stone & Stone-Romero, 2002) is warranted. and attitudes towards work (Stone-Romero & Stone, 1998).The United Nations Development Program report (2015) found that public health workers have an attitude, a sense of duty and moral that inspires them to be involved in the lives of others in the community. However, the reality on the ground appears to be the opposite, with health workers feeling unmotivated. For example, a survey in the UK (2013) found that seventy percent of healthcare workers felt their work ethic was at low ebb and they felt unsupported by their managers. In addition, it was found that the motivation of health workers in Norway, Poland, Spain and Germany was still very low. The results of the survey

suggest that the motivation of health workers is a critical issue that requires further studies on what factor motivates, how this factor motivates, and why this factor motivates.

The National Development Plan 2025 for Tanzania and the WHO Universal Health Care Plan 2030 (2016) intend to ensure access to and delivery of quality health care for all humankind. The success of either plan will depend to a large extent on the availability of an appropriate ratio of physicians to population and the level of perceived motivation among them. Therefore, health sector leaders must make concerted efforts to motivate, retain and attract health workers.

Individuals differ in their personal preferences regarding the integration of non-professional roles into the workplace (Ramarajan & Reid, 2013). These preferences are influenced by prior experiences, norms of religious expression, and the strength of religious identification. People for whom religious identity is prominent prefer to express that identity in the workplace (Gebert et al., 2014). Individuals may actually choose a profession because it is consistent with their religious identity (Ramarajan & Reid, 2013), as in the case of service providers and patient caregivers (Pelechova, Wiscarson & Tracy, 2012). Religious identity can be experienced as a strength that enhances empathy in difficult professional situations, as in the case of religious doctors who report less dilemma and less stress related to end-of-life care than their less religious peers (Pawlikowski, Sak, & Marczewski, 2012).). Such personal preferences have an impact on career choices and perceived suitability for the job and organization. Health workers in Tanzania felt they were not motivated enough in their work. Studies from Tanzania had shown that health worker motivation was still very low (Lufurano 2013; Mmari 2013; WHO, 2012; Sirili et al 2018; Sirili 2020). In addition, there is an acute shortage of health workers in Tanzania (Nuhu et al. 2020; World Bank Group 2015; WHO Global Health Observatory 2012). In addition, the demand for quality health services is growing at an alarming rate (Directorate of Communication; State House Tanzania 2021; Nuhuet al 2020; Mpembeni et al 2015; and Sato et al., 2017). Therefore, the government of Tanzania had urged religious leaders in different denominations t encourage health workers to work with dedication, commitment and sacrifice, as their employment meant more than just paid work (Directorate of Communication, State House, 2019, 2020 and 2021). These nationwide addresses showed that healthcare workers lacked motivation due to factors other than salary. Furthermore, it has been found that the salary of health workers combined with the high cost of living does not motivate public health workers in Tanzania to work effectively (Mbaruku et al., G. Larson E. and Kruk M 2014). In addition, a lack of staff in the healthcare facilities and a lack of motivation would definitely jeopardize the achievements of quality healthcare plans. Through religious teachings, believers are encouraged t work hard and serve others wholly heartely as it is a call from God and the reward comes from God Almighty.y

The system of beliefs, norms, and values associated with a religious identity also contribute to their interaction with the workplace. Religions have strong systems of meaning with cognitive, motivational, and affective components (Park, 2007). They are bound by certain norms, values and behaviors that influence how a person exercises a religious identity in the workplace. Thus, the particular religion that individuals hold can affect their ability and motivation to practice it in the workplace (Al-Yousefi, 2012; Flanigan, 2009; Kutcher, Bragger, Rodriguez-Srednicki & Masco, 2010). Judaism's emphasis on Tikkun Olam (healing or repairing the world) (Schwarz, 2006) might motivate a Jew to engage in work that promotes social justice or to seek opportunities for such action in the workplace while a Emphasis on mutual love might motivate a Christian who shows great sensitivity in counseling clients and patients (Morrison & Borgen,

2010). Likewise, the attitudes of some conservative Christians towards sexual minorities can provoke negative reactions from gay and lesbian clients (Harris & Yancey, 2017).It is evident that population growth, the emergence of pandemic diseases such as the current COVID-19 Omicron variant, the outbreak of communicable diseases combined with the shortage of health workers have made it more difficult to ensure quality health services, especially in Africa and Tanzania The World Health Organization report Working Together for Health (2006) suggested that health sector management should prioritize employee motivation rather than focusing on poor performance. Indeed it is true and well known thatall relious Holly Books requires each individual to work hard and serve each other with care as it is written that Do unto others as you wish them to do for you. This encourages believers to serve each other with love and care. However during the outbreak of Covid -19, most worshipping places closed hence limiting the spread of religious word of faith and encouragement for good moral practice. Therefore this limited the religious motivation message from reaching the believers and as a result lowered the performance oh health workers. Therefore, the question of the motivation of health workers should not be underestimated. The aim of the current study was to examine the influence of religious commitment on the motivation of health workers from a Tanzanian perspective.

Although studies of religion have been around for many years, research into the impact of religion on workplace dynamics has only recently emerged, particularly in studies conducted specifically in Tanzania. There are numerous studies in the literature analyzing the context and moderating effect of religiosity on various variables, but there are limited studies specifically examining the effect of religion on the motivation of health care workers. The main importance of this work is that it contributes to the literature by filling the gap in this field. The aim of this study was therefore to examine the influence of religious types on the connection between burnout and job satisfaction. In the research, the theoretical foundations of the study were first examined. The data obtained as part of the study were then analyzed using quantitative research methods and the results interpreted.

1.2 Statement of the problem

Achieving the 2030 Sustainable Development Goals in Tanzania currently requires a health workforce increase of over 70%. Evolving epidemiological and population patterns, as well as the unique needs of a country, makes it imperative that focused efforts be made to keep those in service (Sato et al., 2017). The serious deficits in the health system, which were uncovered by the current corona virus pandemic 2019 (Covid-19), further justify this necessity. In the healthcare sector, health outcomes and patient/client safety can be severely impacted by low motivation of health staff Leshabari et al. (2008); Lufurano, (2013); Mmari, (2013); Mbaruku et al. (2014); Mpembeni et al. (2015); Sato et al. (2017. In the Tanzanian health public sector, poor staff motivation is common and can manifest itself in a lack of courtesy towards patients, tardiness and absenteeism, and poor process quality, e.g. poor patient examination and long waiting times for treatment. Poor hiring of health care staff affects customer satisfaction, which can lead to lower occupancy rates, especially in public health facilities. In order to improve performance in the health sector, health managers need to influence factors that motivate health workers. Healthcare workers in governmental health institutions in Tanzania usually have

motivational problems with negative manifestations Leshabari (Mpembeni et al. (2015); Sato et al. (2017.

Several studies confirm that religion plays a major role in motivating health care workers in providing health services (Leshabari et al. 2008; Lufurano, 2013; Mmari, 2013; Mbaruku et al. 2014; Mpembeni et al. 2015; Sato et al. 2017; and Siril et al 2018). such studies reveal that health care employees who are deeply rooted into a religion are most likely to provide effective health services to patients as religious teachings act as motivating factor and moral influence. All religions teach that God is love and he encourages us to love and care for one another for our reward is in Heaven. But of recent due to Covid 19 outbreak, health care worker motivation has been declining as most worshiping denominations had closed and the number of believers attending the prayers reduced due to control of outbreak, the encouraging word of God that promotes ethics at health care facilities declined the spread.

The literature on religious influence on Employee's Motivation is scanty especially in Tanzania. The available existing literature such as Leshabari et al. (2008); Lufurano, (2013); Mmari, (2013); Mbaruku et al. (2014); Mpembeni et al. (2015); Sato et al. (2017); and Siril et al (2018) are mainly quantitative studies that mainly focused on religious influence on work. Public health is the foundation of healthy people and society and a basis for development. Studies discussed above reveal that religion has always played a major role in motivating employees that are down cast and increasing their motivation and ethical conduct, therefore this paper assesses the Influence of Religious Commitment on Employee's Motivation in Tanzania- A Case of Public Health Sector.

2.0 Literature review

Estimates show that in 2010 only 6% of Poles volunteered and in 2011 only 11% (Centrum Badania Opinii Spoecznej, 2011a,b). However, around the same time, it was also reported that Polish volunteers were characterized by their religiosity and attachment to the institutional church, and that volunteer engagement was mainly based on religious and moral motivations (Szluz, 2012; Szymaska-Palaczyk, 2016; Gwny Urzd Statystyczny ,2017).Previous studies show that employees who engage in the empirical and theoretical foundations of religion (religiousness) develop positive feelings and attitudes such as life satisfaction (Sholihin, Hardivizon, Wanto & Saputra, 2022), job satisfaction (Achour et al., 2015;Tiliouine & Belgoumidi, 2009), higher well-being (Hoogeveen et al., 2022), reduced anxiety (Abdel-Khalek, 2010) and stress (Kandaswamy, 2007). Furthermore, researchers consistently argue that employee characteristics have an impact on transfer motivation (Cheng & Hampson, 2008; Gegenfurtner et al., 2009b) and learning motivation (Ayres, 2005; Mathieu & Martineau, 1997).

Current research used both tools to measure job satisfaction, as reported by Ghazzawi et al. (2016) and to test organizational engagement as recommended by Chawla (2016). In addition, Ghazzawi et al. It was recommended that the Religious Commitment Index (RCI-10) be used to delineate religious affiliation rather than just allowing participants to identify themselves. The RCI-10 was used in conjunction with demographic data for the current research.

Kirkpatrick (2005) emphasizes that functions associated with God are viewed as spiritual resources for spiritual workers because they bring strength in situations where threats and temptations arise in completing tasks and spiritual workers therefore have courage in any situation can encounter. However, it is positively related to individual performance (Rodgerson & Piedmont, 2008). Spiritual workers recognize that the motivation for their availability is a given calling of inspirational, sacred origin and are therefore called upon to perform and devote themselves to the job. Therefore, their level of performance will increase due to the increased engagement and engagement.

Hernandez and Mahoney (2012) affirm that work goals are always met when perceptions of work are based on their spiritual view and the work people do is a sign of service to God to which one is connected because spiritual associates Avoid At any point in time, avoid disappointments by ensuring that the goals set are met, thereby increasing the performance of the companies. In terms of workplace spirituality, more energy and time investment, better engagement, and constant engagement are realized. This point has been reinforced by Hirschi (2012), who postulated that there is a significant positive association between work engagement and spiritual vocation resource through the channel of enhanced professional importance. In addition, spirituality in the workplace can enhance a conscientious employee's perceived control over goal attainment through perceived accessibility to divine reinforcement and support (Rothmann & Buys, 2011).

2.1 Fry's (2003) Model of Spiritual Leadership

Fry and Nisiewicz (2013) explained that spiritual leadership intrinsically motivates and inspires workers through hope/belief in a vision of service to key stakeholders and an organizational culture based on altruistic love. Fry (2003) defined spiritual leadership as the values, attitudes, and behaviors necessary to intrinsically motivate one and others to have a sense of spiritual survival through vocation and membership. Fry identified three dimensions related to spirituality in the workplace: altruistic love, hope/belief, and vision. According to Fry, the spiritual leadership traits of altruistic love include courage, empathy/compassion, forgiveness, honesty, humility, integrity, kindness, patience, and trust/loyalty. Fry defined altruistic love as a sense of wholeness, harmony, and well-being that comes from caring, concern, and appreciation for self and others.
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Fry's (2003) causal model of spiritual leadership explains that the personal and organizational outcomes of spiritual leadership include corporate social responsibility, employee life satisfaction, financial performance, organizational engagement, and organizational productivity, also referred to as the threefold bottom line - people, profit, and planet. Fry integrated four basic domains that define the essence of human existence in the workplace, including the body (physical), mind (logical/rational thinking), heart (emotions, feelings) and spirit.

Although Fry's model of spiritual leadership was introduced in 2003, Nicolae, Ion, and Nicolae (2013) explain that spirituality entered the leadership theory arena in the early 1980s, when the theories began to place more emphasis on emotional, moral, and subjective values place. The

study of the links between religion and spirituality in the workplace, engagement in the workplace, and engagement in the organization are relevant to the development of spiritual leadership research. Nicolae et al. noted that the field of spiritual leadership research is characterized by a fragile position in organizational behavior, low paradigmatic development, inadequate measurement scales, and beginning empirical research. Current research contributes to the field of study by examining job satisfaction and organizational engagement using the Spiritual Leadership Scale.

3.0 methodology

The study adopted interpretivism research philosophy. The philosophy provided a basis for the collection and analysis of data derived from the socially constructed and shared meaning of health worker motivation as perceived by participants in their workplace and social settings (Jaensson, J. and Bushesha , M. 2017). The study used qualitative research methods to collect and analyze data. The study was exploratory in nature and used an inductive research approach to obtain important information from the participants' perspective. The study was conducted at Muhimbili National Hospital, Temeke Referral Hospital and Amana Referral Hospital. A non-probability-based sampling technique was used in the initial phase of the study. The purposive sampling procedure was used to obtain a sample saturation point of 57 participants.

Data were collected through semi structured interview schedule. Authenticity of data collection instruments was ensured through pre-testing of the instruments to participants and peer review from the hospitals' research units. Dependability was ensured through expert validation method which involved experts going through a pre tested interview questions to see whether they could fill the intended gap. Nvivo Mac-Version 12 plus was used back and forth (iteratively) during the research process to create codes, pattern, category and themes which emerged during the study. The software was then used to facilitate thematic data which involved arrangement of themes with the same meaning.

4. Findings

.Furthermore, the findings indicated that religion had substantial influence on employees' motivation. During the research process four subthemes emerged: desire to work, honest, good ethics and morals, and loyalty and obedience.

4.1 Religion and desire to work

Desire to work is described as the aspiration an individual has towards work. Religious scriptures and teachings insisted followers to regard work as an obligation. An interview was conducted to the specifically selected participants who involved both religious leaders and public health employees who belonged to different denominations. The findings indicated that religious leaders from different religions sects provided teachings which emphasized and stressed their followers to work hard. In addition, the teachings were found to build a sense on employees that working hard was part of their prayers and those teachings influenced employees' motivation at the workplace. Religious leaders preached that providing service in the public health sector is a call from God, it involves self denial, love and care as God loves and cares for human being.

Further, serving the afflicted people was a sign of submission to God as religions encouraged loving others as we love ourselves and mostly care for those in need, for the healing comes from the Almighty God for health workers are just the instruments. Therefore these teachings acted as motivation for health workers in their daily health service delivery. Thirty eight(38 out of 57) health workers(participants) had the feeling that teachings they got from the churches, mosques, and other places where religious teachings offered influenced their work motivation. One participant in the health sector said that:

> "……..In a church that I pray, they insist on working heard and serving those inflicted with different health complications with love for such service is a call from God and that we are created in God's image therefore we should serve wholly heartedly that at one time they too will serve us the same way and at last God will reward us"

Another participant had reported that religious teaching instilled working spirit. The participant said:

> "…..indeed we preach about serving others with dignity and integrity since Health sector is one of the complicated services where God's love must rule and lead and we also preach to them that God did not create health complications but through sin sickness came to the World however God is willing to heal us if we are willing to be used as instruments."

The findings suggested that spiritual teachings taught followers to avoid laziness and devote themselves for the lives of others.

In addition, the findings indicated that religion formed the basis of employees' obedience, respect and tendency of observing workplace regulations and norms.. In addition, religion advocated for respect of one another. The findings indicated that health workers were motivated to work in an environment where respect prevailed. Furthermore, the findings indicated that abidance to rules and standards made health workers responsible for what they were required to do while negligence of duties was considered as going against religious teachings. In addition, the findings indicated that religion taught about loving one another which was associated with the spirit of helping others. Furthermore, the findings indicated that health workers were influenced to work hard and treat patients with devotion.

4.2 Religion on good ethics and morals.

Ethics and morals refer to acceptable ways of behaving that do not cause harm to others. The study found out that religious teachings helped health workers to demonstrate reputable ethical and moral practices such as; respect for others, love, care, obedience, hard work, confidentiality and others were all ethical issues that were preached in religions and these eventually stimulated employees' motivation. The study indicated that 34 out of the 57 participants believed that religion had instilled good ethics and morals which influenced employee's motivation. One participant said:

> "…… Religious belief teaches me good ethics and morals, obedience, and trustworthiness and sometimes when am down casted on serving others I

remember that God expects me to serve them for we are all created in God's image"

Implicitly, by observing good ethics, they created a very conducive environment to work because it would minimize conflicts at the organization as everyone is following properly good ethics and morals.By doing so, they felt more motivated and continue to perform their responsibilities as required.

In addition, observing fairness and workers' rights as taught by religious teachings was commended by study participants. Managers who abide by their religious beliefs were fairer and avoided jeopardizing employees' rights. The decisions made by leaders would always be appropriate for every employee. It would motivate employees to be committed and work hard for the benefits of the organization. Implicitly, fairness, and observing workers' rights would trickle-down effects. In other words, employees who were treated fairly by the organization would also treat well patients and other clients.

4.3 Religion and honest

The findings of the study found that 41 out of 57 participants were of the view that religious teachings were against any form of theft, fraud and corruption at any workplace and even in the general public. In addition, the findings suggested that religious teachings denounce believers who engage themselves in corruption, fraud, and theft of funds which were meant to serve the lives of mankind. Furthermore, the findings suggested that the wholly scriptures regarded theft as a sin before the eyes of God and the community. 45 out 57 participants had the opinion that religious teachings developed a sense of honest among health workers and made them refuse corruption or doing dishonest conduct in the organization. 39 out of 57 participants had the view that working in an environment where there was no theft, fraud or corruption made them feel motivated to work. Furthermore, the findings suggested that religion was the best tool which helped the organization to nurture motivated workers and created a conducive environment that support delivery of quality health services to patients.

4.4 Religion on loyalty and obedience

The findings of the study suggested that participants were of the view that religion insisted on its believers to be loyal to the authority. 35 participants out of 57 revealed that royalty at workplace was grounded on an individual's religious belief coupled with life experience from the community. 9 participants were of the opinion that loyalty reduced workplace misunderstandings and promoted peace of mind. 7 participants were of the view that loyalty stemmed from religion but was strengthen by the workplace managements' practices. 6 participants viewed that royalty was formed due to fear of the management negative perception. From the participants view point loyalty was a result of religious teaching which later made employees' develop a workplace harmony which later stimulated motivation. In addition, the findings indicated that religious teachings insisted the followers to obey the authority which was above them, that was found to be demonstrated at workplace.

Impliedly, the findings suggested that religion was providing principles through which employees were guided to react in a certain acceptable ways at his or her work environment as well as how to positively interpret organizational practices and experiences including employees' motivation In addition, religion was found to influence norms which shaped employee's obligation and duty at work. In addition, religion created employees' ability to adopt attitude, behavior and decision which enhanced positive perception on employee motivation.

5. Discussion

The study findings established that religious commitment influenced employee motivation in the public health sector. The study findings were similar to the study of Ling & Safizal (2016) who concluded that religiosity was among important factor which motivated employee towards his or her work and perform fairly better in an organization. The findings were also similar to the study by Sasseendran (2014) who found that practicing religious principles increased employee motivation. The current study established that health workers were motivated to work by their religious teachings experience. In addition, religious values nurtured employees' behavior and perception of motivation at workplace. Furthermore, religion taught the believers to practice in accordance with the teachings in particular to work hard and have mercy to the lives of others, in this aspect health workers were motivated by religion to deliver services in their respective health facilities basing on sacrifice for the wellbeing of mankind.

Furthermore, good ethics and morals at workplace stemmed from religious teachings and writings from wholly scriptures. The teachings gradually influenced the behavior of the individual throughout his or her life time. The impact of the religious adopted behavior would continue to be demonstrated at and outside the workplace. Good ethics and morals motivated health worker to avoid malpractice and deviant behaviours such as corruption, laziness, non compliance of work place regulations and bad norms. Furthermore, the study suggested that religion had taught the believers that bribe, dishonest, theft and mistreatment of those who sought service from the employee were of greater sins.. Impliedly, religion reduced employee from the risk of behavioural malpractice at workplace and encouraged employee motivation.

In addition, religious teachings influenced employee to be loyalty, obedient and honest in their service delivery. Impliedly, loyalty obedience and honest attitudes at work boosted health workers motivation. Religion promoted cooperation, respect and self-sacrifice at work. The three aspects stimulated health workers motivation. Therefore, understanding employee religion on one hand would ultimately reduce conflicts and workplace disputes and on the other hand would promote employee motivation. Furthermore, health workers' religious background promoted fairness in treatments among employees and clients. That created a ground for conducive work environment and health workers' motivation.

The study propose the following theoretical construct for validation in further studies on religious commitment influence on employee motivation in Tanzanian public health sector.

5. Recommendations and conclusion

The study established that religion had significant influence on employee motivation in Tanzanian public health sector. The study revealed that religion instilled its followers with a sense of positive work desire at their workplace. In addition, employees were motivated to work due to religious teachings which insisted on working as a part of worship. Furthermore, religion motivated employee through its emphasis on obedience, loyalty and respect for each other. The study recommended that employee motivation was mostly felt on work environment where there existed religious tolerance, obedience, loyalty and respect for one another. Moreover, the study recommended that employee work motivation behavior was influenced by religious commitment. Furthermore, the study recommended that good ethics and morals at workplace formed the basis of employee motivation in public health sector. In addition, good ethics and morals influenced employee to avoid laziness, dishonest, corruption, favouratism but emphasized fairness in dealing with employees and treatment of clients.

The study recommended that the health facility management should nurture the employees on religious commitment towards work such as desire to work, sacrifice to serve others, tolerance, respect, loyalty and obedience as well as sound ethics and morals which would increase employees' morale and motivation.

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