

**THE EFFECT OF EMPLOYEE MOTIVATION ON JOB PERFORMANCE
OF PUBLIC SECONDARY SCHOOL IN TANZANIA**

JOHN PAUL LUPONDIJE

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REQUIREMENT FOR THE DEGREE MASTERS OF HUMAN RESOURCE
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CERTIFICATION

The undersigned certify that he has read and hereby recommend for acceptance by the Open University of Tanzania a dissertation titled: *“The Effect of Employee Motivation on Job Performance of Public Secondary School In Tanzania: “A Case of Mbinga Town Council,”* in Partial Fulfillment of the Requirements for the Degree of Master of Human Resource Management of the Open University of Tanzania.

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Dr. Salvio Macha

(Supervisor)

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Date

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DECLARATION

I, **John Paul Lupondije**, declare that, the work presented in this report is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Master's Degree in Human Resource Management.

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Signature

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Date

DEDICATION

I dedicate this research work to my mother and late father without forgot my wife and children for their love, support and encouragement which had special attributes to my academic attainment, and they had given me inspiration for best achievement, determination and enthusiasm that guided me up to this juncture.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude and appreciation to my supervisor, DR. SALVIO MACHA for the guidance, patience, encouragement, and criticism that facilitated this achievement, I sincerely thank him for tirelessly support and timely responses despite of other responsibilities he had. Thank you so much.

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ABSTRACT

The main concern of this study was to examine the effect of employee motivation on job performance of public secondary school in Mbinga Town Council. Specifically, the study aimed at determining the influence of financial incentives on job performance of public secondary school; determining the influence of recognition promotions on job performance of public secondary school, determining the influence of effective staff training on job performance of public secondary school as well as determine the influence of working conditions on job performance of public secondary school. The study was carried out in Mbinga town council and survey research design was used to analyze the data and structured questionnaires were used for data collection. Sample sizes of 177 public secondary schools were involved and linear regression was used. Thus, findings revealed that the majority of respondents who participated in this study had strongly agreed that financial incentives, recognition promotion, effective staff training as well as working condition have significant influence on the job performance of public secondary school in Mbinga town council. It recommended that government should review employees motivation in public sector to reflect employees education level, given responsibility as well as current economic environment which may help provision of reasonable extrinsic motivation that may improve employees performance.

Keywords: *Employee Motivation Job Performance, Public Secondary School Tanzania.*

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LIST OF ABBREVIATIONS

EST	Effective Staff Training
FI	Financial Incentives
RP	Recognition Promotions
WC	Working Conditions
SPSS	Statistical Package for Social Science
FGH	Fiche General Hospital
SITL	Strategies Insurance Tanzania Limited

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides information on background of the study. Mainly the chapter covers an overview of the employee motivation on job performance, statement of the problem, research objectives, and research questions, significance of the study and scope of the study. The central focus of the study was to determine the effect of employee motivation on job performance of public secondary school in Tanzania

1.2 Background of the study

Motivation is one of the most important factor affecting human behavior in worldwide, It is not only affects other cognitive factor like perception and learning but also affects total performance of an individual company setting. This is the reason why managers should attach great importance to motivation in company (Prasad, 2015). Motivation seems to be one of the most important tools for retaining employees and increases productivity. Most institution design motivation systems to encourage employees to perform in the most effective way and attract potential candidates. One of among many ways to motivate employees is to give rewards and incentives for good performance (Growers, 2019).

Institutions in this dynamic globalized world are continuously trying to develop and motivate their employees to help achieve enhanced performance with various Human Resource applications and practices. Barber (2017) described that reward management system is the highly used practice for the enterprises to achieve the desired goals. Reward management system helps the organizations to attract, capture,

retain and motivate employees with high potential and in return get high levels of performance (Bertz, 2016). Reward management system consists of both extrinsic and intrinsic rewards; where former involves financial rewards (salary, bonus) and the later includes non-financial rewards like recognition, security, title, promotion, appreciation, praise, decision making involvement, flexible working hours, workplace comfort ability, feedback, work design, social rights etc (Yang, 2018).

Stanley (2019) explained that employee turnover is a universal problem that all organizations around the world face. One of the factors that contribute to high employee turnover is demonization (Mosley, 2019). There is a growing consensus among managers and leaders about the significance of combining effective motivation incentives to encourage good performance (Cole and Kelly, 2017). Motivating employees is a challenge and keeping employees motivated an even greater challenge (Levy, 2017).

Today, organizations are under intense pressure to identify and implement programs that will prove effective in improving employee productivity (Deci, 2017). It is no longer enough to increase salaries and expect increased performance; it is more complex than that (George and Jones, 2017). Employee motivation affects productivity and a poorly motivated labor force will be costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the morale of colleagues (Jobber and Lee, 2014). It is a well known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates (Deci, 2019).

Meyer and Allen (2016) explained that training is the formal process by which a person acquires knowledge, skills, and competencies. Motivation is the direction and intensity of one's effort, or the psychological feature that arouses an organism to action toward a desired goal. Organizations that use training practices, directly or indirectly effect employee motivation. The purpose of training is to enhance the satisfaction of employees towards their jobs and satisfied employees contend their customers with enhanced performance. Employees who commit to learn are more satisfied with their jobs and ultimately show more positive performance than others (Tsai, 2017). Harrison (2018) established that learning is prompted by training positively effects employee performance and is an essential element for the achievement of organizational goals. (Saif, 2012) shown that performance of firms is influenced by many things in which employee motivation is the main factor if employees are more motivated then performance of organization will also enhance.

Furthermore, an intrinsic reward is an intangible award of recognition or a sense of achievement motivation, in any endeavor when one feels in the Maslow's hierarchy as attainment in conscious satisfaction. It is the knowledge that one did something right, or one made some body's day better. Hence reward management systems (specifically intrinsic rewards) positively motivate employees and ultimately affect their individual and organizational performance. Pool (2007) argued that there is an inevitable link between motivation and job satisfaction and motivation with commitment off employees. Similarly perceived training effectiveness is highly correlated with the job satisfaction of employee, supporting the findings of Tsai (2017).

The significance of employee motivation is influencing employees to behave in a certain ways, motivation can ultimately decide the success or failure of an organization. If an organization knows why its employees come to work on time, stay with the an organization for their full working lives and are productive, then the organization may be able to assure that all of their employees and such understanding is essential to improve productivity. This implies that organization success depends heavily on motivation and managers must understand what motivate their employees to perform better (Matsei, 2008).

Despite of motivation is a crucial factor towards increasing the performance so as to achieve organization goals. Low motivation or complete lack of motivation at any organization within Tanzania or across the world leads to high employee's inefficiency, turnover, fraud, corruption, absenteeism, and indiscipline at work. Good Supervisors and Managers maintains positive attitude by valuing employees and treating them fairly through designing supportive environment which motivates employees. The key to create the efficient motivation system is by answering the question on what really motivate employees (Growers, 2012)

Recently, Tanzania Public Service pay and incentive policy (2019) reported that staff motivation, attraction and retention revealed that there some motivational problem existing in public services including lack of special incentives, lack of supplementary income opportunities, lack of quality housing, inaccessibility to social services such as education, health, water and electricity in working environment (Tanzania Public Service pay and incentive policy, 2019)

1.3 Statement of the problem

Globally environment, organizations are constantly under pressure to retain their workforce (Deci, 2019). Highly skilled, reliable and experienced employees are a valuable asset for any organization. It is evident that highly motivated employees are more likely to have high productivity. However, according to Certo (2016), good performance is not as a result of motivation only, but also includes ability i.e. skills, equipment, supplies and time

Some organization of any organization depends much on the performance of its staff in individual level. So employee's and organization performance depends much on the employee motivation. The higher employee motivation encourage employee to insert their effort on the organization performance. The low employee motivation demoralizes the employees to be committed, loyal, and productive to the organization. The employers should formulate and practices different employees motivation schemes through looking the series of rewards for the better job done and the organization performance. (Sevanson, 2018).

Despite of the Tanzania government insist on the high public servant commitment, royalty but still, there is low performance of public secondary school, little studies have been done on employee motivation and they come up with different result, so the remaining question is what are the effects of employee motivation toward job performance of public secondary school.

1.4 General Objective

The general objective of this study is to assess the effect of employee motivation on job performance of public secondary school in Tanzania

1.4.1 Specific Objectives

- i.To determine the influence of financial incentives on job performance of public secondary school
- ii.To determine the influence of recognition promotions on job performance of public secondary school
- iii.To determine the influence of effective staff training on job performance of public secondary school
- iv.To determine the influence of working conditions on job performance of public secondary school.

1.5 Research Questions

- i.How do financial incentives impact job performance of public secondary school?
- ii.How do recognition promotions affect job performance of public secondary school?
- iii.How does effective staff training affect job performance of public secondary school?
- iv.How do working conditions affect job performance of public secondary school?

1.6 Relevance of the research

The study intends to help employer to be creative with regard to motivation function in public sectors especially secondary school academic performance through developing better motivation program that will help to improve teachers performance and school performance in whole

Also the study will contribute new literature to academicians when undertaking further studies in the relevant field with readily evidenced academic materials.

Moreover, the study intends to help Government policy maker to develop efficient Public Service pay and incentive policy so that it brings greater positive effect on employee performance.

1.7 Organization of the study

This study assesses the effect of employee motivation on job performance of public secondary school in Tanzania. This study was organized into three chapters. Chapter one presents the background of the study, statement of the problem, the purpose of the study, the significance of the study, and the scope of the study. Chapter two presents literature review; chapter three presents research Methods and Material chapter four presents data analysis and discussion as well as chapter five presents conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter presents a review of significant theoretical and empirical literature in relation to the research questions being analyzed. The purpose of this study is to assess the effect of employee motivation on job performance of public secondary school in Tanzania. This section elaborates on the effect of influence of financial incentives, working conditions, effective staff training, and recognition promotions on job performance of public secondary school.

2.2 Conceptual definition

2.2.1 Performance

A continuous process for improving the performance of individuals by aligning actual performance with that desired organizational goal (Cole and Kelly, 2017).

2.2.2 Employee motivation

Motivation is fundamentally meant to facilitate behavioral alteration. It is a force that enables an individual to act in the direction of a particular objective. According to the study of Grant (2018) held on employee motivation; motivation forced such result as productivity, performance and persistence (Grant, 2018). Grant, 2018) explained that motivated employees are more oriented towards autonomy and freedom and are more self driven as compared to less motivated employees which lead to availing developmental opportunities more correctly. Similarly employee commitment with

their work and jobs is more, if they are motivated as compared to less motivated employees (Vansteenkiste, 2017).

2.3 Types of employee motivation

2.3.1 Intrinsic Motivation

Intrinsic Motivation refers to individual motivation stimuli that are coming from within. A desire to perform a specific task because its results are in accordance with his belief system or fulfill a desire and therefore importance is attached to it. Our deep rooted desires have highest motivation power (Prasad, 2015). There are three forms of intrinsic motivation. In the first form people engage in activity for its own sake since they find the activity itself as a source of joy and satisfaction. Example: can be hobbies that one chooses to pursue in the work context fulfilling an interesting task. The second form is activities which are tedious and unexciting but their accomplishment is a source of pressure. For instance meeting a deadline at work brings a sense of achievement. Third form is about compliance it states that it is a matter of compliance with standard for their own sake that propels people to act. These standards may be ethical standards, commitment to group members, and desire to act according to values of material or fairness procedure (Frey and Osterloh, 2016).

2.3.2 Extrinsic motivation

Extrinsic motivation is when people act because of external aspects that prompt them to take action (Ryan, 2017). Extrinsic motivation is concerned with whatever activity that is done to attain a result that is distinguishable from the activity itself. In a career context extrinsic motivation means the desire to satisfy the need or goals that

are not related to the work itself. Extrinsic motivational is external in the nature. The most famous and the most discussed motivational is money. Other examples of extrinsic motivation include employee of the month award, benefit package, bonus and organized activities (Armstrong 2016)

2.4 Effects of employee's motivation

2.4.1 Financial Incentives

Financial incentives mean any inducement involving the payment of money and reduction in price paid for goods or services or any award of credit (McChilloh, 2017), financial incentives and rewards positively affect on employees commitment or loyalty. Employees stay in an organization because the benefits of being part of an organization far outweigh the cost of leaving the organization; however, employees fear losing their job makes money an extremely effective motivator because it is indispensable for survival in an economy (Cole, 2016).

Furthermore, financial incentives enhance the employment relationship because it creates the basis for high levels of commitment and therefore, firms must develop strategies that include financial incentives and rewards for example promotion, bonus, profit sharing or gain sharing and employees stock ownership etc (Ismail, 2019). In fact, some authors assert that the primary aim of incentives is to enhance extrinsic motivation by satisfying an individual employee's needs indirectly through means of pay and bonuses (Anthony and Govindarajan, 2017). A natural way to motivate workers at any level is to offer them financial incentives; linking pay to performance improves the motivation value of money (Kinicki and Kreitner, 2016). Many jobs require financial rewards to motivate employees and many people

primarily work to make money or attain the recognition denoted by financial rewards (Giancola, 2019).

According to Kinicki and Kreitner (2016), financial incentives are more effective when they are linked to (or contingent upon) good performance. A key principle is for managers to explain clearly to employees how performance is linked to pay, including the fact that unethical behavior will not be tolerated as a way of attaining a performance goal (Steers and Porter, 2017). An increasing effort of managers and compensation specialists to link pays to performance supports many business strategies- workers receive financial incentives for performing in ways consistent with the business strategy (Aguinis, 2019). Many workers are extrinsically motivated by salaries and benefits while others are intrinsically motivated by recognition and rewards or better health benefits (Giancola, 2018)

2.4.2 Recognition promotions

Recognition is a return on an employee's effort and dedication at work, as well as his or her results (Daniel and Metcalf (2019). An employee recognition program can be a great morale-building tool for any organization, whether large or small. An effective recognition program can lead to innovation, higher productivity and greater job satisfaction for the workers (Beer and Walton, 2017). Employee recognition programs could include several levels of recognition, from a simple Certificate of Appreciation to Employee of the Month to awards given on the division and companywide level, recognition should be provided to those who exceed expectations and earn the award. Recognition is one of the strong motivation factors; employees feel comfortable when they are praised and recognized (Armstrong, 2017)

A recognition program can help employers meet their organizational goals by helping attract and retain high-performing employees. Daniel and Metcalf (2019) reported that companies are aligning their employee recognition programs directly to the strategies of the organization due to the following nine reasons listed according to order of importance; Create a positive work environment, Creating a culture of recognition, Motivating high performance Reinforcing desired behaviors, Increasing employee morale, Supporting the organization mission and vision, Increasing retention and decreasing turnover and Encourage loyalty and Supporting a culture change. Other reasons for adapting a recognition program included: reducing costs, retaining key employees, increasing employee productivity, competitiveness, revenues and profitability, improving quality, safety and customer service, and lowering stress, absenteeism, and turnover (Daniel and Metcalf, 2019)

2.4.3 Effective staff training

Organization efficiently and effectively, management of the organizations require training of its members. Training is very useful for the employees in various ways as: it keeps them up to date with the fast changing trends and environment of the dynamic globalized world; helps anxiety and frustration reduction caused from work overload or demand of work; helps improve skills to handle the work effectively etc (Chen and Lou, 2018). Employees who feel they are less competent for the task to fulfill will leave the field or if they stay their level of productivity will be suboptimal. Furthermore, the larger is the gap between what an individual possesses and what he requires, the greater is the dissatisfaction with the job and the higher are the turnover rates. Even though there does not exist a direct connection in literature between job

satisfaction and training yet Rowden (2018) and Rowden (2019), suggest that training can be an effective device to enhance satisfaction from the job. Similarly Rowden and Conine (2019) claim that employees who get training will ultimately better satisfy the needs and demands of their customers. In line with them Tsai (2017), stated that employees who show their commitment to training and learning possess an enhanced level of job satisfaction that positively affects their performance.

Training practices directly or indirectly affect the motivation of employees and their commitment to the organizations .Training is defined in this study “as the planned intervention that is designed to enhance the determinants of individual job performance” (Tekleab, 2019). A study showed that training is one of the most important aspects in human resource applications which directly influence the performance of employees. Training increases and updates the knowledge of employees which leads to increase in performance. Employee training is like an asset because if employees are competent then companies’ performance will increase more and will provide long term benefits as compare to competitor (Hanif, 2018).

2.4.4 Working Conditions

Gerber (2018) explained that Working conditions are the working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training”. Therefore, we adopt the definition of working conditions as follows: “Working conditions refers to the working environment and aspects of an employee’s terms and conditions of Employment”. In other side Productivity is a

concept that depends on the context in which it employed. It does not have a singular definite criterion measure or operational definition (Wasiams, 2016).

Firms that derive their productivity advantage from firm-specific knowledge may wish to provide better working conditions in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (Fosfuri, 2017). If non-monetary working conditions are associated with higher productivity, the employer should pay more for the added productivity of employees in order to not losing the employees. In facts, “as long as more than one employer offers good working conditions for a particular category of worker, employers may be forced to bid up their wages – possibly as high as the marginal value of the worker’s product. Whether such a positive wage differential exists is an empirical question. If one is found, it would represent a lower bound on the value of actual differences in productivity, bearing in mind that some offsetting compensating wage differential may also be reflected in the observations” (Gariety and Shaffer, 2018).

2.4.5 Job Performance

Performance is the result of the work of a person or group in an organization at a particular time which reflects how well the person or group reach the qualification of a job in mission of organization’s goal achievement. Many factors could influence the employee’s job performance including equipment, physical work environment, meaningful work, standard operating procedures, reward for good or bad systems, performance expectancy, feedback on performance, in addition to knowledge, skills and attitudes (Stup, 2019). The entire above mentioned factor for employee

performance can be regarded as the motivational factors. But in the actual sense the motives can be allocated effectively and appropriately after linking them to the knowledge of different theories of motivation.

Job performance of the employee is considered as what an employee does and what he doesn't do. Performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. Yang (2018) on individual performance showed that performance of the individuals cannot be verified. Similarly he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable.. Moral and productivity of employees is highly influenced by the effectiveness of performance of an organization and its reward management system (Yazıcı, 2018).

To satisfy customers, firms do much effort but do not pay attention on satisfying employees. But the fact is that customer would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied (Ahmad, 2016). Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar and Shafighi, 2019).

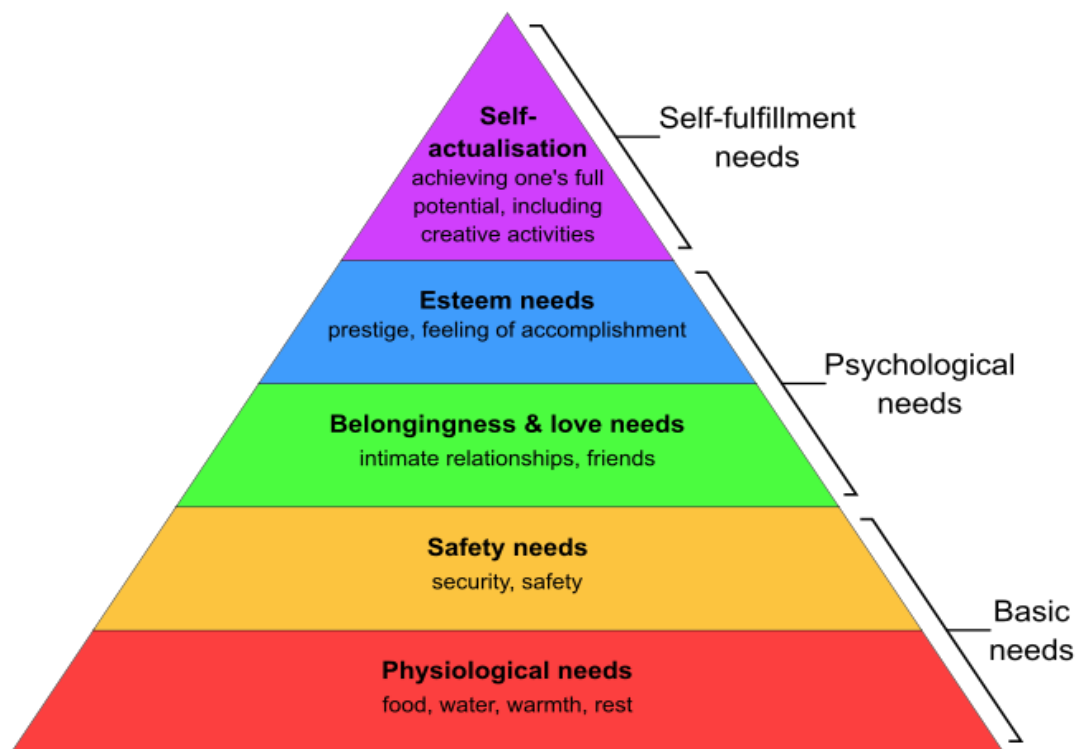
2.5 Theoretical Review

All theories are not unified thus may work only in a particular context. In this study Maslow's hierarchy of needs, Herzberg's Motivation theory, McGregor's Theory X and Y will be discussed to find out importance and implications in motivating employees.

2.5.1 Maslow's hierarchy of needs theory

According to the Abraham Maslow (1940) described that theory the behavior of an individual at a particular moment is usually determined by his strongest needs. Psychologist claim that needs have a certain priority, as the more basic needs are satisfied an individual seek to satisfy the largest needs. If his basic needs are not met, effort to satisfy higher needs should be postponed. A frame work of needs in hierarchal order from bottom to top were developed by this theorist starting with Physiological needs, Safety needs, Social needs, Esteem needs and Self-determination as illustrated in the figure bellow:

Figure 2.1: Maslow's Hierarchy of Need



Source: Maslow's Hierarch of Need

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

According to McGregor management should establish favorable environment and develop better employment policies while Peter F. Druker suggest that one's attitude toward security is an important consideration for choosing a job. Organization can influence security needs positively through pension plan, insurance plan etc or negatively by arousing fears of being fired, laid off or demoted. Social needs; human being has a need to belong and to be accepted by various groups. When social being become dominant, a person will strive for meaningful relations with others. If the opportunity for association with other people is reduced,¹¹ men often take vigorous action against the obstacles intercourse. Such environment develops where the work is routine, tedious, over-simplified when there is close supervision and control but there no clear channel of communication with management. Esteem needs; are covered with self-respect, self-confidence, a feeling of personal worth, feeling of being unique and recognition. Satisfaction of this needs produce feeling of self-confidence, prestige, power and control.

Self-actualization needs: according to McGregor is a need to maximize one's potential, what it may be. This is related with the development of intrinsic capabilities which lead to people to seek situations that can utilize their potential.

This includes competence which implies control over environment factors, both physical and social, achievement. A man with high intensity of achievement needs will be restless unless he can find fulfillment in doing what he is fitted to do.

Maslow's Theory can be Summarized that it is based on hypothesis of hierarchical order of needs, it is assumed that a man is continuously waiting, all human needs are never satisfied, its prepotency diminishes and another need emerges to replace it. Thus at last some needs remain unsatisfied which serve the man to strive to satisfy.

Applicability of theory in study

Theory presents a very simple solution of managerial problem that manager can try to satisfy the needs of people in a particular order. Some critics have been developed that human needs cannot be satisfied in order therefore the hierarchy is not rigid for all individual, there is no direct cause-effect relationship between need and behavior¹² also the question of reasonable level of satisfaction has brought difficulties to practice this theory since individuals differ.

Maslow's hierarchy of needs theory provides awareness on complexity nature motivation function together with complexity nature of human being as they differ in needs. It also alerts management that when undertaking motivation function should greatly consider that an employee cannot be motivated by one rewards instead the rewards.

2.5.2 Hygiene Theory (Herzberg 1968)

This is another motivational theory developed by Fredrick Herzberg who conducted intensive study on the experience and feelings of about 200 engineers and

accountants in nine different companies in United State of America concerning their previous jobs. Theorist found that there were two categories of needs essentially independent of each other affecting behavior in different ways thus are maintenance or hygiene factor and motivational factors. Hygiene Factors these include several factors like company policy and administration, technical supervision, interpersonal relationship with peer and subordinates, salary, job security, personal life, working conditions and status. These are not intrinsic part of a job, but they are related to conditions under which a job is performed.

They produce no growth in a worker output they only prevent losses in workers performance due to work relations. These maintenance factors are necessary to maintain reasonable level of satisfaction of employees, increase beyond this level will not provide any satisfaction while decrease below this level will dissatisfy employees. Motivational factors are capable of having positive effect on job satisfaction often resulting in an increase in one's total output. These include achievement, recognition, and advancement; work itself, possibility of growth and responsibility. Most of these factors are related to job contents. An increase in these factors will satisfy the employees; however, any decrease will not affect their level of satisfaction. Since these increase the level of satisfaction of employees may be used in motivating them for higher output. Implication of Herzberg model is based on the fact that most of the people are able to satisfy their lower order needs considerably.

Applicability of theory on study

The model has been applied in the industry and has given several new insights. One of the insights is job enrichment which involves enrichment of jobs in such a way

that they have more motivators than before, the idea behind job enrichment is to keep maintenance factor constant

or higher while increasing motivational factors (Prasad, 2005). The theory alerts human resource managers that an employee cannot be motivated by a single motivation factor instead a combination of intrinsic motivation factors like promotion, career achievement, recognition as well extrinsic factors such as salary, medical benefits, transport benefits and working condition are required to achieve better performance.

2.5.3 McGregor's Theory X and Y

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

Theory X

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

Theory Y

The expenditure of physical and mental effort in work is natural as play or rest, second assumption states external control and threat of punishment are not the only means for bringing about effort towards organization objectives, thirdly commitment to objective is a function of the reward associated with achievement. Fourth assumption state that the average human being learns under the proper conditions not only to accept, but to seek responsibility. Furthermore, the capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problem is widely, not narrow distributed in the population and lastly under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized. Theory X and Y implies that management should greatly consider kind of people has in the organization especially when undertaking management functions such as planning, directing, apprising and controlling.

2.6 Empirical Literature

Aiyetan and Oltuah (2016) conducted a research on the relationship between job performance and employee motivation of workers in FGH purpose was to identify a number of motivational schemes that enhance the performance of two types of workers: professional Health workers and Administrative (supportive staff) workers. The study used two sets of questionnaires: one set was administered on management staff and the other on no management staff (operatives). The study revealed that salaries paid to all staffs in the study were below the stipulations of the employee motivation it further showed that all staffs are rarely promoted, and operatives prefer

financial incentives to non-financial incentives. The study recommended that increases in salary via promotion, overtime allowances and holidays with pay should be used as motivators (financial incentives) for increase in performance of all workers.

The three motivating factors were interpersonal relationship, workplace environment and interesting work, all of which have the potential to motivate employees at higher levels. For long-term motivation, job related factors such as meaningful work, flexible working hours, and friendly social gestures were found to be effective motivators, while monetary, social gathering, tangible items such as awards, certificates and gifts were most effective motivators for short-term. The purpose was to assess motivation to perform among healthcare workers in Hospital healthcare facilities. Its purpose was to examine factors that motivate employees in order to have increased performance within the Hospital. The study found that employees at Ultimate in FGH had an overall fair job satisfaction. The employees are not satisfied with their current salary situation at the Hospital which illustrate that financial motivation was important.

Mwijarubi (2021) conducted a study on Assessment of the Influence of Employee Motivational Factors on the Firm Performance in Sika Tanzania Chemical Construction Limited. He tried to explore the motivation packages provided to employees of Sika Tanzania Chemical Construction Limited in Dar es Salaam region. A scholar deployed mixed method research approach with a case study research design. The data were collected through interviews and questionnaires. The

sampled 75 respondents were involved in his study. Data were statistically analyzed. He found six motivation packages including salary, transport benefits, medical benefits, extra duty allowance, recognition and training were provided to employees of Sika Tanzania Chemical Construction Limited in Dar es Salaam, Tanzania. It was also revealed that there is statistical significant relationship between the between employee motivational packages and firm performance, which indicates that there was positive relationship between overall employees motivation packages provided by the firm and firm performance. Furthermore, STCCL employees suggested for having payment of staff entitlements on time, recognition of good job performers, and improvement of safety working places. They also suggested the provision of working tools and regular staff meeting and involvement. The study recommended firms and government to improve labour relations policies and insist on workers motivation. This could become a catalyst of good job performance and organization health. Therefore, organization management should ensure hygienic and motivational plans to obtain employee satisfaction and performance. Also, for the scholarly benefits, the study recommended that another similar study on the influence of motivational factors on firm's performance could further be undertaken in other regions to allow broad generalization of the study findings.

In this context as revealed in the employee suggestion recognition promotion of good performer, as one of the suggestion we should check the indicators variables and how they can affect the job performance. Also improvement of safety at working place. The study did not come out with the indicators of the working condition.

Lastly the study conducted in Dar es Salaam, contextual gap is revealed through his conclusion.

So he tries to come with the conclusion on the factors which seem to be motives on the performance of an employee in any firm. These factors are like salary, transport benefits, medical benefit, extra duty allowance and others. It should be known that the motivation schemes are differing according to the different carrier. So Mwijarubi hits to one field while abandon other carriers like secondary teaching carrier especially in the government schools.

Noel (2019) conducted a study on the role of motivation on employee performance in SITL company in Dar es Salam Tanzania. She tried to identifying how motivation is important in the performance of an individual, Questionnaires were used to collect primary data. Descriptive statistics, correlation and regression analysis techniques were used to analysis data. The study found that there is high performance among employees shown by most employees having morale and desire of increasing efforts. Moreover, the study findings show that there is high employee motivation in SITL. It was recommended that the insurance companies should undertake regular review of motivational strategies particularly considering opportunities of enhancing motivation among employees in order to effectively increase morale for employees. Finally in her study came with two results, first the employees in Strategic Insurance Tanzania Limited (SITL) were exntrinsically motivated but also the organization performance still low. This means that there are might be another intrinsic motives should be identified.

Gatsinzi, Jesse and Makewa (2014) whose study on work and school related variables in teacher motivation in Rwanda revealed that motivation of public primary school teachers in Gasabo District is due to work supervision, responsibility assignment and how teacher effort is acknowledged and respected. This study used questionnaires to collect data, Pearson's r Product-Moment Correlation method was used to measure the statistical data. The study find that teacher were not recognized, recognition, aesthetic, and the nature of work was unsatisfactory to them. The study address only the motivation factors in correlation with job performance primary school and also it has dealing with the wide term primary teacher by not categorize weather public schoos or private school.

Mwashambwa (2020) conducted a study on Contribution of Employee Motivation through Promotion on Job Satisfaction in Health Sector. In the study He tries to assess the trend of employee motivation through promotion in Nkasi district council between for five years from 2015/16. Assess the extent to which employee motivation through promotion fuels job satisfaction of health workers in the district more over to find out strategies for managing employee motivation through promotion in Nkasi district council in Tanzania. The data collection employed questionnaires and documentary review methods, and analized by coded into numbers and entered into statistical package for social science for analysis. . He comes with only the three motives as the results of his study. Findings of this study demonstrate that salary, wages and responsibilities are important factors of motivation through promotion and hence job satisfaction. So it does not means that by only implement those three motives employee will be motivated.

Orasa (2017) made a study on the effect of motivation factors on employee job performance in public health care facilities at Ilemela in Mwanza region using descriptive methodology. He used in- depth interviews were carried out with some nurses and doctors. Data were analyzed using statistics package for social sciences (SPSS) and presented the following findings; there were low motivation among health workers, some employee were intrinsically motivated and some were poorly motivated using extrinsic motivators the study done is different from the previous as conducted in different area which is in Ruvuma region.

Bushiri (2017) on the impact of working environment on employee's performance using qualitative and quantitative methodology at Institute of Finance Management in Dar es salaam and came up with the following findings that there were positive relationship between working environment and employee's performance. The undertaken study will be different from the previous study as it is going to consider various factors of motivation instead of looking on single factor of working environment.

Salfiya and Maharoof (2014) conducted a study on the impact of motivation on workers performance focusing on District and Divisional secretariat in Ampara District using correlation and regression to analyze data and found strong positive relationship between motivation and employee performance. The intended study is differentiated from this study as it intends to pay attention on the effects of motivation on employee performance rather than impact. Albeit (2015) conducted the study on the role of motivation on employee performance at Victoria commercial bank in Kenya using correlation and regression to analyze data and concluded that

there positive relationship between motivation and employee performance. The planned study will be different from this as will be undertaken in Tanzania.

2.7 Research Gap

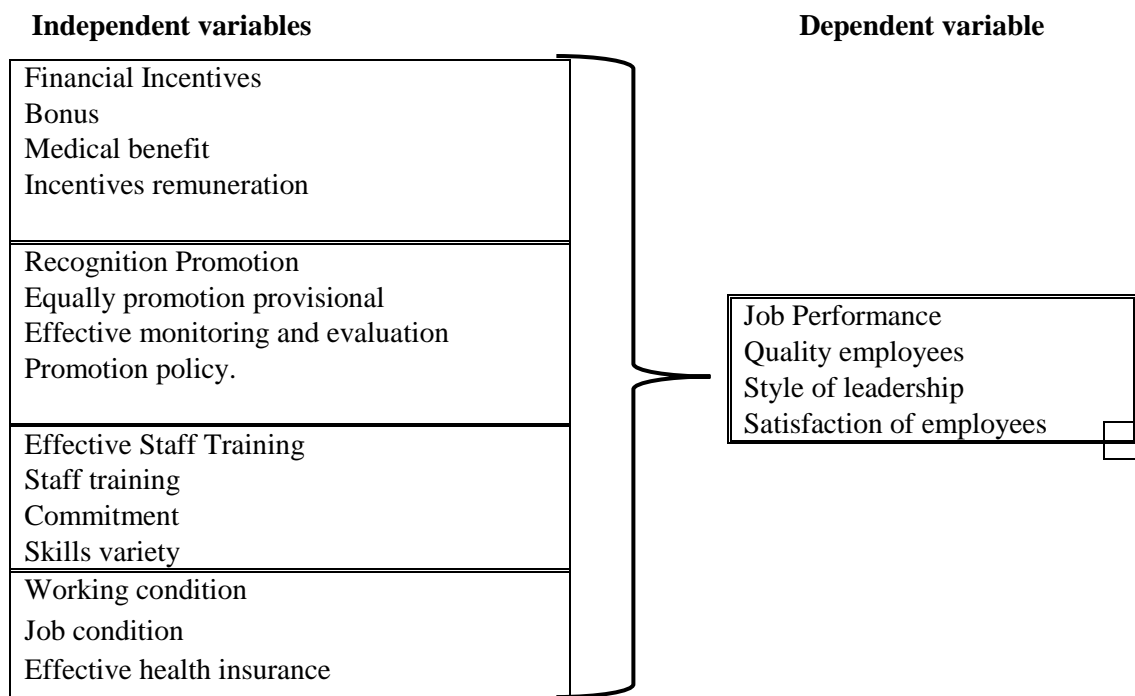
Various theoretical and empirical studies have been done in Tanzania and outside of Tanzania mainly exploring on impact, contribution and influence of motivation factors on employee performance. The studies identified the intrinsic factors of motivation like good working, conditions, job security, loyal to employees, appreciation for job well done, promotion, career development, involving employees into decision making, interpersonal relationship and friendly social gestures, leadership, workplace environment, interesting work, tangibles items such as awards, certificates and gifts, and financial incentives such as bonuses., and some of the extrinsic factors like good wages, allowances, free meals, accommodation and transport allowances. However, most of these studies were conducted outside Tanzania and some few in Tanzania but to those studies conducted in Tanzania concern the issue addressed focused much to other professional and not specifically to public secondary schools. The planned study focused on effect of employees motivation on job performance at Mbinga Town Council at Mbinga District in Ruvuma Region with further intention to determine the effects of employee motivation towards the job performance of public secondary schools.

2.8 Conceptual Frame Work

The model below illustrates some of the effect of employee motivation on job performance. These effects will form the independent variables of the study and will

be manipulated to positively or negatively affect the dependent variable. These independent variables have been broadly covered in the literature review. Dependent variable is employee performance which includes variables like agreed objective, efficiency, punctuality, employee attendance, responsibility accomplishment, quality of work, loyalty and employee competency/innovative (Mustafa 2018).

Figure 2.2 Conceptual Frame Work



Source, field data 2023

2.6.1 Hypothesis

- i. H1; There is positive relationship between financial incentives and job performance of public secondary school
- ii. H2: There is positive relationship between recognition promotions and job performance of public secondary school

- iii. H3: There is positive relationship between effective staff training and job performance of public secondary school
- iv. H4: There is positive relationship between working conditions and job performance of public secondary school

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter covers the methodology and techniques underlying the execution of this particular study. Specifically, it consists of research paradigm, research design, research strategy target population, sampling frame, determination of sample size and sampling techniques and data collection procedures. Furthermore, the chapter described how the collected data had been processed and analyzed. Finally, the statistical model applied in analyzing and testing the research hypotheses had been described in this chapter.

3.1 Research Paradigm (Philosophy)

For the purpose of this study research philosophy used that is positivism (quantitative). The

Researcher use quantitative design to obtain different measurements of data from people.

3.2 Research design

Research design is the procedure for collecting, analyzing, interpreting and reporting data in research studies (Creswell, 2007, p.58). It is the overall plan for connecting the conceptual research problems with the pertinent empirical research. However, the research design sets the procedure on the required data, the methods to be applied to collect and analyze this data, and how all of this is going to answer the research question (Grey, 2014). Explanatory design seek to ask why and how questions (Grey,

2014). Explanatory research looks for causes and reasons and provides evidence to support or refute an explanation or prediction. It is conducted to discover and report some relationships among different aspects of the phenomenon under study (Saunders, 2012).

3.2.1 Study area

This study was conducted at Mbinga town council district (MTC) located in Ruvuma region as a public secondary school with number of 177 employees. This area of the study was chosen because of easy accessibility to researcher for data collection

Therefore, the study adopted an explanatory research design because this type explains how employee motivation affects job performance of public secondary school.

3.2.2 Population of the Study

Adam and Kamuzora, (2008) described that targeted population is a set of cases from which a sample was taken. Therefore, the targeted population of this study had been used all public secondary teachers, headmasters, ward education coordinator, district academic officer, district education officers, from Mbinga town council with the total population of 317 people.

3.2.3 Sample and sampling technics

3.2.3.1 Sampling technic

Probability sampling technique was adopted for this study since this method is used to represent the population of the aforementioned coverage. Since population from

which a sample drawn does not constitute a homogeneous group, stratified random sampling applied. But Kothari (2004) noted that stratified sampling results is a more reliable and detailed information. Within the strata simple random sampling was used to select individual respondents of this study. Also, this technique is easy to implement and cost efficient.

3.2.3.2 Sample size

The sample size is a subset of the targeted population of the study (Malhotra, 2019). The sample size of this study will be 177 respondents composed of teachers, ward education coordinator, district academic officer, and district education officer. The group of 317 people was a sampling frame consists of a list of items from which the sample is to be drawn. The study plan to use Yamane, Taro (1967) sample size determination formulae to calculate sample size from targeted population

The sample was calculated as

$$n = N \div (1 + Ne^2)$$

Whereby,

n = Sample size,

N = Population size

e = Margin of error

Based on the population sample given

$$n = \frac{317}{1 + 317(0.05^2)} = 177$$

The sample size calculated will be 177 selected from fifteen public secondary schools in 19 wards including Ward education coordinators, district academic officer and district education officer.

Table 3.1 Sample size

SN	Respondents	Expected sample
1	District Education Officer	1
2	District Academic officer	1
3	Ward education coordinators	18
4	Headmasters	10
5	Headmistress	10
6	Teachers	137
		177

Source: Research Developed 2023

3.2.3.3 Sample selection

In this study the sample is formed by teachers, ward education coordinator, district academic officer, and district education officer. Selection of based on the belief that they have useful and relevant information related to the study since they are in regular contact and directly undertaking education activities.

3.2 Research strategy

Research strategy is a detailed plan for the study used as a guide in data collection and analysis. Gill (2006) noted that research strategy is a road map used to guide the whole implementation of the study. Therefore, this study used a survey research strategy because this strategy is easy to access information and it has low cost. Also, this strategy helped researcher to get information through gathering data from specific sample of targeted population via personal and impersonal way.

3.4 Variables and Measurement Procedures

3.4.1 Relationship of Variables

Provisional of Financial incentives including better salary are the dream of every employee and when employers fulfill this dream automatically employees will work

hard and finally the intended target on the organizational performance or job performance will be attained. All employees' first need to be employed with institutions that pay good salary and that values an employee. There are others institutions which do not care the wellbeing of the employees. Human always like better things so even employee when employed like to be given some added financial incentives like being paid with overtimes allowances, extra duty and so on, these will assist them to fulfill their dream. The financial incentives and attractive salary it can be used as factors can make employee stay to employer for long time. Better salary can also be used as key factor to increase self motivation because employee will have enough money to support their life and feel better to work. There are many ways of motivating employees, like giving them bonus, increase wages, support employees in case of treatment and others.

It is the dream and ambition to an individual to feel proud of being recognized his/ her role in the success of the organization he/she working to. As individual insert his/her effort on the production of the organization, this attitude will shape him/her to continue to be committed on the duties assigned to him/her hence high performance of the whole organization. Good working condition is the desire of any employee, it is the responsibility of an employer to make sure that, the working environment is attractive and conducive for the employee to perform the assigned duties. The conducive environment led the employees automatically continuing spend his/her time at work place and working.

Again, an employer has duties of make sure employees attending courses and others training to update his knowledge. Many things are changing at work place due to the development of technology so even employees need to be updated by attending some

training to make sure or to be familiar with new technologies so as they can provide better services. Taking some training boosts understand and hence provision of better services.

3.4.2 Identification of Independent and Dependent Variable and their Measurements

Descriptive statistics was calculated on the independent variables to summarize and describe the data. Survey results will be measured by Likert Scale measurement. There were five categories (subscales), represented the five dependent variables. Responses to the survey items were coded from 1 to 5 depending on the importance of each one. One represented 'strongly agree, two represented just agree, three represented 'indifference, and four represented disagree and the last variable represented strongly disagree.

3.5 Procedures for data collection

According to Kothari (2007), procedure for data collection defined as a guideline for the collection, processing and analysis of data from selected population.

3.5.1 Types of data

The task of data collection follows after a research problem has been defined and research design chalked out (Kothari, 2007). In this research two types of data, namely primary and secondary data were collected.

3.5.1.1 Primary data

Primary data is data collected for the first time for a specific study (Hox and Boeije, 2005). This study was used a questionnaire as an instrument for data collection.. However, the primary data required to obtain directly from the teachers, ward education coordinator, district academic officer and district education officer.

3.5.1.2 Secondary Data

Secondary data is the data which have already been collected and analyzed by someone else. Secondary data was been obtained from various reports, journals and circulars pertained to motivation in public service. The method was chosen in respect of data reliability, suitability and data adequacy.

3.5.2 Data collection method

According to White (2000), quantitative research method aims on studying things by collecting and using numerical data. This study was used quantitative approach because this approach will help to evaluate the findings of the study easily through mathematical and statistical treatment of data.

3.5.2.1 Questionnaire

These are number of questions developed in definite order form whether typed or printed and sent to respondents to be answered. This method was used in this study because of low cost, being free from bias, larger sample coverage and data reliability (Kothari, 2004).

3.5.3 Data Collection procedure

The researcher will get an authorization clearance letter and an introductory letter from the University. The researcher will explain the purpose of the study and the meaning to the respected respondents. The researcher was distributed questionnaires to the respondents at Mbinga District, and then the researcher picked them immediately after they have filled up. Thereafter, the researcher summed up every evening of the data collection exercise for further data analysis.

3.6 Data Processing and Analysis

Descriptive statistics was used descriptive analysis, present, and summarize quantitative information in the form of frequency and percentages. Also, linear regression method was used to measure the linear relationships that exist between all independent variable and dependent variable.

The linear regression equation

$$JP = A + b_1FI + b_2RP + b_3EST + b_4WC + E$$

Where;

E= Error in the model

A= Constant factor

FI= Financial Incentives

RP = Recognition Promotion

EST = Effective Staff Training

WC = Working Condition

JP = Job Performance

b_1, b_2, b_3, b_4 , Coefficients of the model

3.6.2 Data validity

According to Saunders, (2019) validity is the extent to which a test measures what actually wishes to measure. But, Mugenda (2018) noted that validity is the accuracy and meaningfulness of inferences, which is based on the research results. It is a degree to which finding obtained from the analysis of the data actually represents the phenomenon under study. The questionnaires of this study was scrutiny by the researcher's supervisor and other research experts' for validation purposes and their comments was considered in order to come up with valid questionnaires for the study.

3.6.3 Data reliability

According to Saunders, (2019) the reliability is a key test for sound measurement and a measuring instrument is reliable if it provides ingredient results. Whereas, UCLA, (2017) noted that reliability used Cronbach's alpha to measure the internal consistency of the grouped related items in the study. Cuieford, (1965) noted that Cronbach's Alpha > 0.7 equals high reliability and Cronbach's alpha < 0.35 equals low reliability. A pilot test of this study was conducted; Questionnaires was distributed to focus respondents in order to identify questions that might be unclear or ambiguous to respondents.

3.7 Ethical consideration

This study intended to maintain the utmost confidentiality of the information provided by respondents. In addition, this study ensured that all respondents were

given free to participate and contribute voluntarily to the study. The researcher also makes sure that necessary research authorities consulted and permission is granted.

CHAPTER FOUR

FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

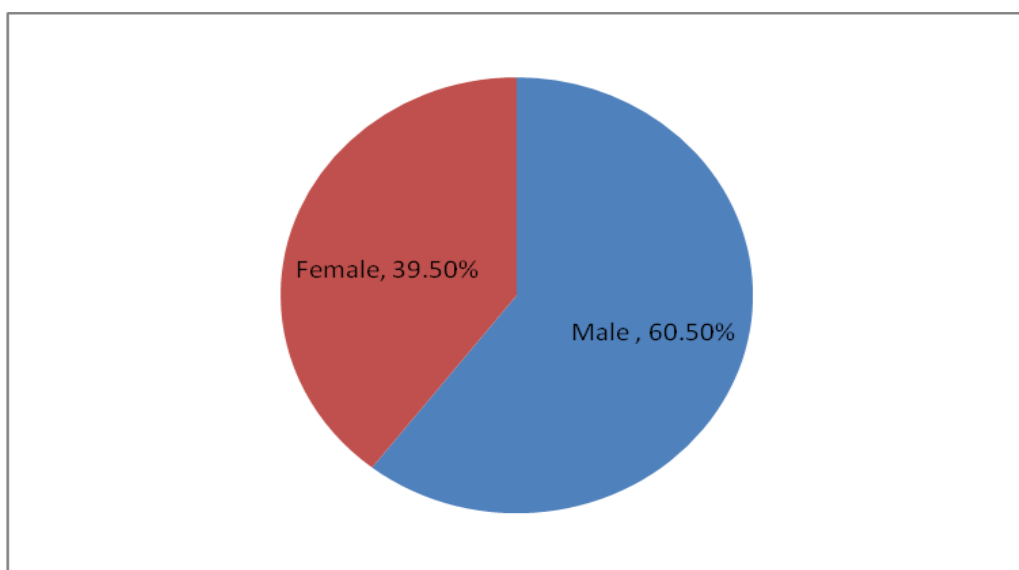
This chapter is primarily concerned with the presentation, interpretation, and discussion of the findings collected from the field. It is organized into three main sections based on effect of employee motivation on job performance of public secondary school in Tanzania. Questionnaires were used to obtain information.

4.2 Demographic information

4.2.1 Sex of respondents

The results presented in figure 4.1 revealed that majority, 66.60.50% of the respondents were male, while 39.50% were female. The dominance of the male respondents was attributed to the fact that public secondary schools prefer recruitment of men in teaching jobs compare to the women.

Figure 4.1 Sex of respondents

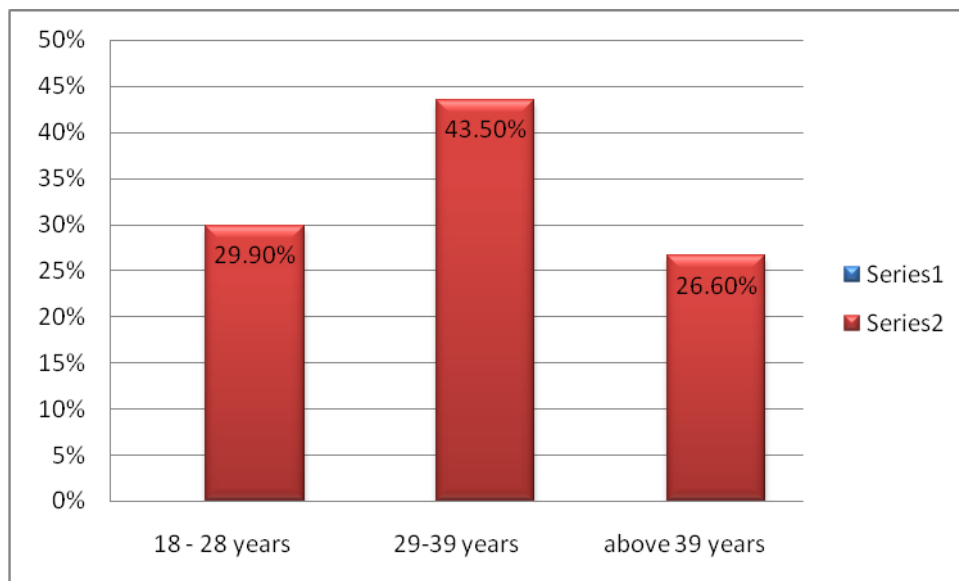


Source: Field data 2023

4.2.2 Age of respondents

Finding revealed that majority, 43.50% of the respondents were within the age group of 29-39 years, followed by 29.90% who were within the age group of 18-28 years, while the respondents within the age group of 39 years and above were represented by 26.60%. The dominance of the respondents within the age group of 29 -39 years implies that they are mature enough to stay and work for the public secondary school and reduce work turnover which would imply seeking for better means of improving job performance (figure 4.2).

Figure 4.2 Age of respondents



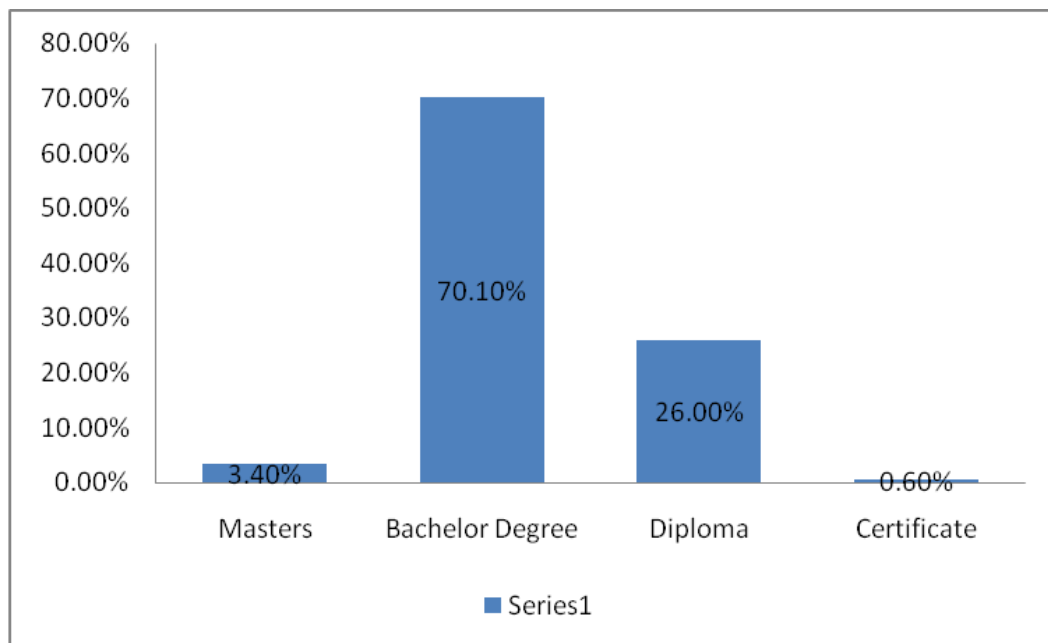
Source: Field data 2023

4.2.3 Education level of respondents

Results revealed that majority, 70.10% of the respondents were Bachelor Degree holders, followed by 26.00% who were Diploma holders and 3.40% who were Certificate Holders. The dominance of the respondents with the Bachelor Degree

signifies that the public secondary school prefers to employ educated employees who understand the effect of employee motivation on job performance (figure 4.3).

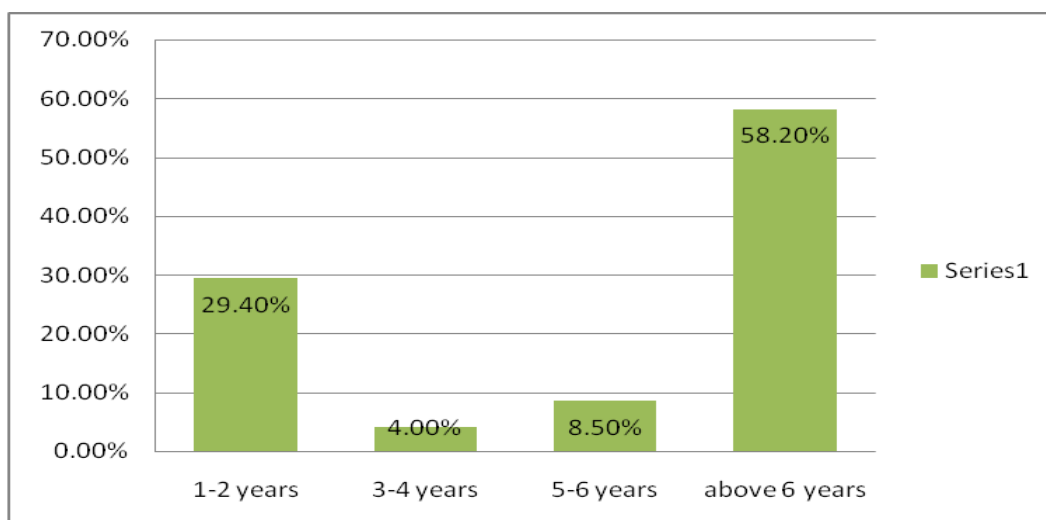
Figure 4.3 Education level of respondents



Source: Field data 2023

4.2.4 Working experience of respondents

Finding revealed that majority, 58.20% of the respondents had more than 6 years of working experience, and 29.40% of them had 1 -2 years of experience while 8.50% had 5-6 years of working experience, 4.00% of them had 3-4 years of experience . The dominance of the respondents with the working experience of more than 6 years imply that the public secondary school prefer to recruit employees with high level of experience in the school for purposes of competitive advantage (figure 4.4).

Figure 4.4 Working experience of respondents

Source: Field data 2023

4.3 Findings and analysis

4.3.1 Internal reliability statistics

Reliability is used to detect errors in coding and ambiguity in instruments. The result revealed that there is a good internal consistency reliability of the study. However, result shown that access to Financial incentives has Cronbach's alpha of 0.631, Recognition promotions has Cronbach's alpha of 0.701, Effective staff training has Cronbach's alpha of 0.709, working conditions has Cronbach's alpha of 0.742 and Job performance has Cronbach's alpha of 0.828 (See, Table 4.1).

Table 4.1 Internal reliability statistics

Variables	Cronbach's alpha	N of items
Financial incentives	0.631	4
Recognition promotions	0.701	4
Effective staff training	0.709	4
working conditions	0.742	4
Job performance	0.828	3

Source: Field data 2022

4.3.1.1 Validity Test

Findings revealed that Kaiser Meyer Olkin Measure of Sampling Adequacy (KMO MSA) is 0.842 with a significance of 0.000. The Bartlett Test ($p < 0.001$) shows the correlation coefficients all zero and $KMO > 0.70$ indicates that the sample data suitable for factor analysis (Tathamamd, 2019), which means good and significant. Also, Bartlett test for test of sphericity also obtained Chi-Square of 43.795 with a degree of freedom 176 in the significance of 0,000. Therefore, both results are acceptable for the researcher to conduct analysis (See, Table 4.2).

Table 4.2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.842
Bartlett's Test of Sphericity	Approx. Chi-Square	43.795
	Df	176
	Sig.	0.000

Source: Field data 2023

4.3.2.1 Financial incentives

The first research objective sought to determine the influence of financial incentives on job performance of public secondary school in Tanzania. A list of options was made, from which the respondents were required to choose between “strongly disagree, disagree, neutral, agree and strongly agree” for each of the listed options (See Table 4.8).

Table 4.3: Percentage distribution of Financial incentives

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Incentives remuneration has an influence in to job performance of employee	5 (4.5%)	4 (2.3%)	26 (35.6%)	66 (32.0%)	76 (42.9%)	177 (100%)
Bonus remuneration has an influence in your job performance	11 (6.2%)	9 (5.1%)	16 (9.0%)	70 (39.5%)	71 (40.1%)	177 (100%)
Medical benefits increase employee performance	9 (5.1%)	6 (3.4%)	27 (15.3%)	55 (31.1%)	80 (45.2%)	177 (100%)
Bonus motivation system need to be reformed	8 (4.5%)	2 (1.1%)	16 (9.0%)	57 (32.2%)	94 (53.1%)	177 (100%)

Source: Field data 2023

The results indicate that 42.9% of respondents had strongly agreed that the Incentives remuneration has an influence in to job performance of employee of public secondary school. Whereas 40.1% of respondents had strongly agreed that the bonus remuneration has an influence in your job performance of public secondary school. Also 45.2% of respondents had strongly agreed that medical benefits increase employee performance in public secondary school. About 53.1% of the respondents had strongly agreed that the bonus motivation system need to be reformed. Therefore, the majority of respondents who participated in this study had strongly agreed that financial incentives have significant influence on the job performance of public secondary school in Tanzania (See, Table 4.3).

4.3.2.1 Recognition promotions

The second research objective sought to determine the influence of recognition promotions on job performance of public secondary school in Tanzania. A list of

options was made, from which the respondents were required to choose between “strongly disagree, disagree, neutral, agree and strongly agree” for each of the listed options (See Table 4.8).

Table 4.4: Percentage distribution of recognition promotions

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Employer provides promotion for all employees equally	33 (18,6%)	35 (19.8%)	21 (11.9%)	47 (26.6%)	41 (23.2%)	177 (100%)
Employer ensure effective monitoring and evaluation for each employee to achieve his or her targeted goal	7 (4.0%)	2 (1.1%)	11 (.6.2%)	58 (32.8%)	99 (55.9%)	177 (100%)
Employer promotion policy need to be improved	10 (5.6%)	2 (1.1%)	9 (5.1%)	44 (24.9%)	112 (63.3%)	177 (100%)
Promotion increases level of employees performance	7 (4.0%)	4 (2.3%)	16 (9/0%)	64 (36.2%)	86 (48.6%)	177 (100%)

Source: Field data 2023

Results presented in Table 4.4 indicate that 26.6% of respondents had agreed that the employer provides promotion for all employees equally in public secondary school in Tanzania.. Also 55.9% of respondents who participated in this study had strongly agreed that employer ensure effective monitoring and evaluation for each employee to achieve his or her targeted goal in public secondary school. Moreover, 63.3% of the respondents had strongly agreed that the employer promotion policy need to be improved in public secondary school. 48.6% of the respondents had strongly agreed that Promotion increases level of employees performance in public secondary school. Therefore, the majority of respondents who participated in this study had strongly

argued that Recognition promotions have significant influence on the job performance of public secondary school in Tanzania (See, Table 4.4).

4.3.2.1 Effective staff training

The third research objective sought to determine the influence of effective staff training on job performance of public secondary school in Tanzania. A list of options was made, from which the respondents were required to choose between “strongly disagree, disagree, neutral, agree and strongly agree” for each of the listed options (See Table 4.8).

Table 4.5: Percentage distribution of effective staff training

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Staff training increases effective and efficient to employer	10 (5.6%)	2 (1.1%)	9 (5.1%)	44 (24.9%)	112 (63.3%)	177 (100%)
Commitment in staff training enhance high level of job performance	7 (4.0%)	4 (2.3%)	16 (9.0%)	65 (36.2%)	85 (48.6%)	177 (100%)
Training keep updating employee knowledge and competent	6 (3.4%)	2 (1.1%)	15 (8.5%)	53 (29.9%)	101 (57.1%)	177 (100%)
Skill variety has an influence in job performance	5 (2.8%)	2 (1.1%)	8 (4.5%)	70 (39.5%)	92 (52.0%)	177 (100%)

Source: Field data 2023

Finding shown that 63.3% of respondents had strongly agreed that Staff training increases effective and efficient among employee in job performance in public secondary school. Also 48.6% of respondents who involved in this study had strongly agreed that Commitment in staff training enhance high level of job performance About 57.1% of respondents had strongly agree that Training keep

updating employee knowledge and competent/ Furthermore, 52.0% of respondents had strongly agreed that Skill variety has an influence in job performance. Therefore, the majority of respondents who participated in this study had strongly argued that Effective staff training has significant influence on job performance of public secondary school in Tanzania.

4.3.2.1 Working conditions

The fourth research objective sought to determine the influence of working conditions on job performance of public secondary school in Tanzania. A list of options was made, from which the respondents were required to choose between “strongly disagree, disagree, neutral, agree and strongly agree” for each of the listed options (See Table 4.8).

Table 4.6: Percentage distribution of working conditions

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Favorable job condition increases high job performance	7 (4.0%)	3 (1.7%)	17 (9.6%)	52 (29.4%)	98 (55.4%)	177 (100%)
Conducive working environment enhance employee performance	3 (1.7%)	6 (3.4%)	9 (5.1%)	47 (26.6%)	112 (63.3%)	177 (100%)
Effective health insurance policy emphasize employee performance	3 (1.7%)	4 (2.3%)	22 (12.4%)	56 (31.6%)	92 (52.0%)	177 (100%)
Teamwork among employee increases job performance	12 (6.8%)	2 (1.1%)	11 (6.2%)	48 (27.1%)	104 (58.8%)	177 (100%)

Source: Field data 2023

Results presented in Table 4.6 indicate that 55.4% of respondents had agreed that the Favorable job condition increases high job performance in public secondary school

in Tanzania.. Also 63.3% of respondents who participated in this study had strongly agreed that Conducive working environment enhance employee performance in public secondary school. Moreover, 52.0% of the respondents had strongly agreed that the Effective health insurance policy emphasize employee performance in public secondary school. 58.8% of the respondents had strongly agreed that Teamwork among employee increases job performance in public secondary school. Therefore, the majority of respondents who participated in this study had strongly argued that working conditions have significant influence on the job performance of public secondary school in Tanzania (See, Table 4.5).

4.3.2.1 Job performance

A list of options was made, from which the respondents were required to choose between “strongly disagree, disagree, neutral, agree and strongly agree” for each of the listed options (See Table 4.7).

Table 4.7: Percentage distribution of Job performance

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
High quality of employee increases Job performance	7 (4.0%)	6 (3.4%)	15 (8.5%)	66 (37.2%)	83 (46.9%)	177 (100%)
Style of leadership of employees has an influence in performance	7 (4.0%)	3 (1.7%)	33 (.18.6%)	52 (29.4%)	82 (46.3%)	177 (100%)
Satisfaction of employees will offer better performance	5 (2.8%)	4 (2.3%)	18 (10.2%)	63 (35.6%)	87 (49.2%)	177 (100%)

Source: Field data 2023

The results indicate that 46.9% of respondents had strongly agreed that the High quality of employee increases Job performance in public secondary school. Whereas

46.3% of respondents had strongly agreed that the Style of leadership of employees has an influence in performance in public secondary school. Also 49.2% of respondents had strongly agreed that Satisfaction of employees will offer better performance of public secondary school in Tanzania (See, Table 4.7).

4.3.3 Regression Analysis

4.3.3.1 Model Summary

The following table presents the model summary which essentially indicates the relationship between the factors influencing the usage of letter of credit and small exporting firms in local crafts sector.

Table 4.8 Model Summary of variable relationship

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.742	0.619	0.537	0.50956	0.716

Source: Field data 2023

From the Table 4.8, the correlation coefficient (R) which measures a relationship between the independents and the response variable (dependent) is 0.742 equal to 74.2% which indicates a strong relationship between the financial incentives, Recognition promotions, effective staff training, working conditions and job performance. Moreover, the coefficient of variation (R- squared) is 0.619 which implies that only 61.9% of the variations on the score obtained by the effects which affect job performance of public secondary are due to the chosen explanatory variables. This implies also that 38.1% of the variation in the score is accounted for by effects other than the ones used in this model.

Furthermore, the R- squared or popularly known as the coefficient of variation is an overall measure of the strength of association but it does not reflect the extent to which each independent variable is associated with the response variable. This may come out clearly in the immediate regression results hereunder. Although statistically, the above results attract an alarming question as to whether the variables used were the true representation or not, on the other hand, one can fairly argue that the presented results are unsurprising.

4.3.3.2 Analysis of Variance

Finding from table 4.9, indicated that Analysis of Variance (ANOVA) was carried out, and the interest in the ANOVA table is on the F- statistics and its associated p-value. However, the F- statistical test shows the overall significance of the model while the p-value indicates whether the model is significant or insignificant. From the ANOVA table, the overall regression model is a good fit for the data; $F = 76.472$, $p < 0.00$. This is also called a “goodness- of – fit test. To this effect, we may conclude that the regression model fits the data and that the Access to commercial bank’s export services, Credit facility agreements, Access to professional export advice had a significant influence on Usage of letter of credit

Table 4.9 Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	71.765	3	24.959	76.472	.000 ^a
Residual	44.639	187	.273		
Total	116.404	190			

Source: Field data 2022

4.3.3.3 Parameter Estimates

Regression analysis gives the value of the regression equation for predicting dependent variable from the independent variables. The estimated coefficients indicate how much the “Scores” varies due to variation of any independent variable while holding other independent variables (predictors) constant. The regression output is presented in the following table of parameter estimates;

Table 4.10 Estimates Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.096	0.282		.178	0.697
	Recognition promotions	0.629	0.052	0.474	10.607	0.000
	Financial incentives	0.713	0.069	0.699	15.471	0.000
	Effective staff training	0.724	0.071	0.719	16.362	0.000
	Working conditions	0.608	0.059	0.454	10.593	0.000

Source: Field data 2022

According to table 4.10, the Effective staff training has the greatest contribution on the job performance of public secondary school in Tanzania. The coefficient for “Effective staff training” is 0.724 and the t-test value is 16.362 and this coefficient is significant ($p\text{-value} = 0.000 < 0.05$). The intuition we are getting from this single

result of the coefficient is that the scores of the Effective staff training increase by 72.4% when there is an optimal contribution of the Effective staff training on the job performance of public secondary school in Tanzania while holding other variables constant. It can also be explained in simple terms that ‘the higher the contribution level, the higher the scores obtained and vice versa.

Moreover, from the same results, the variable Effective staff training is significant ($t = 16.362$, $p\text{-value} = 0.000$), indicating that there is a linear relationship between the Effective staff training and the job performance of public secondary school in Tanzania. This kind of positive relationship implies that public secondary school in Tanzania should strive to comply fully with the Effective staff training to obtain higher scores and consequently enhance their job performance.

Furthermore, the finding revealed that, the coefficient for Financial incentives is 0.713 and the t-test value is 15.471 and this coefficient is significant ($p\text{-value} = 0.000 < 0.05$). However, the positive sign of the coefficient implies that the scores of the Financial incentives is increased by 71.3% where the Financial incentives has significant influence on the job performance of public secondary school in Tanzania.

Likewise, the finding has shown that the coefficient for the Recognition promotions is 0.629 and the t-test value is 10.607 and this coefficient is significant ($p\text{-value} = 0.000 < 0.05$). However, the positive sign of the coefficient implies that the scores of the Recognition promotions is increased by 62.9.9%, thus the Recognition promotions has significant influence on job performance of public secondary school in Tanzania

Lastly, the finding has shown that the coefficient for the working conditions is 0.609 and the t-test value is 10.593 and this coefficient is significant ($p\text{-value} = 0.000 <$

0.05). However, the positive sign of the coefficient implies that the scores of the working conditions is increased by 60.8.9%, thus the working condition has significant influence on job performance of public secondary school in Tanzania. Therefore, findings on the table of coefficients, the multiple linear regression models can now be presented as follows:

$$JP = 0.096 + 0.629RP + 0.713FI + 0.724EST + 0.608WC + E$$

Whereby

E= Error in the model

FI= Financial Incentives

RP = Recognition Promotion

EST = Effective Staff Training

WC = Working Condition

JP = Job Performance

4.4 Discussion of findings

4.4.1 Financial incentives

The first research objective sought to determine the influence of financial incentives on job performance of public secondary school in Tanzania. Finding revealed that there is positive relationship between financial incentives and job performance of public secondary school in Tanzania, but such relationship was statistically significant ($B=0.713$, ($p\text{-value} = 0.000 < 0.05$)). However, finding revealed that Incentives remuneration has significant influence in to job performance of employee of public secondary school. This finding is consistent to the study undertaken by Aguinis, (2019) noted that people primarily work to make money and therefore, it is a good way to motivate employees.

Finding revealed that the bonus remuneration has significant influence in your job performance of public secondary school. This finding is similar with study of Anthony and Govindarajan, (2017) asserted that the primary aim of incentives is to enhance extrinsic motivation by satisfying an individual employee's needs indirectly through means of pay and bonuses

Finding revealed that medical benefits increase employee performance in public secondary school. This findings is consistent to the study undertaken by Jenifer Giancola, (2018) on the role of motivation on employees' work performance in public organization who insist on provision of fringe benefits such as medical allowance, housing allowance, transport allowance so that to improve employees' performance.

Finding revealed that the bonus motivation system needs to be reformed. This finding is supporting the study conducted by Ismail (2019) who noted that financial incentives enhance the employment relationship because it creates the basis for high levels of commitment and therefore, firms must develop strategies that include financial incentives and rewards for example promotion, bonus, profit sharing or gain sharing and employees stock ownership. Therefore, the majority of respondents who participated in this study had strongly agreed that financial incentives have significant influence on the job performance of public secondary school in Tanzania

4.4.2 Recognition promotions

The second research objective sought to determine the influence of recognition promotions on job performance of public secondary school in Tanzania. Finding revealed that there is positive relationship between recognition promotions and job

performance of public secondary school in Tanzania, but such relationship was statistically significant ($B=0.629$, ($p\text{-value} = 0.000 < 0.05$)). However, finding revealed that employer provides promotion for all employees equally in public secondary school in Tanzania. This finding is similar with the study of the Beer and Walton (2017) who argued that effective recognition program can lead to innovation, higher productivity and greater job satisfaction for the workers.

Also finding revealed that employer ensure effective monitoring and evaluation for each employee to achieve his or her targeted goal in public secondary school. This finding is consistent with the study of Armstrong (2017) who noted recognition program can help employers meet their organizational goals by helping attract and retain high-performing employees. Moreover, finding revealed that the employer promotion policy needs to be improved in public secondary school. This finding is supported by Daniel and Metcalf (2019) who noted that improvements of Recognition programs help to turn on an employee's effort and dedication at work, as well as his or her results.

Finding revealed that Promotion increases level of employee's performance in public secondary school. This finding is consistent with the study of Daniel and Metcalf (2019) noted that recognition program included: reducing costs, retaining key employees, increasing employee productivity, competitiveness, revenues and profitability, improving quality, safety and customer service, and lowering stress, absenteeism, and turnover. Therefore, the majority of respondents who participated in this study had strongly argued that Recognition promotions have significant influence on the job performance of public secondary school in Tanzania

4.4.3 Effective staff training

The third research objective sought to determine the influence of effective staff training on job performance of public secondary school in Tanzania. Finding revealed that there is positive relationship between effective staff training and job performance of public secondary school in Tanzania, but such relationship was statistically significant ($B=0.724$, ($p\text{-value} = 0.000 < 0.05$)). However, finding revealed that Staff training increases effective and efficient among employee in job performance in public secondary school. finding correspond with study of Chen and Lou (2018) who recommended for proper training, enhancing motivation package, adequate working tool as well as increasing employees' involvement in decision making to ensure better performance.

Also finding revealed that Commitment in staff training enhance high level of job performance. This finding is consistent with study of Tekleab, (2019) who noted that A commitment in staff training is one of the most important aspects in human resource applications which directly influence the performance of employees.

Finding revealed that Training keep updating employee knowledge and competent/. Finding is supporting the study conducted by Hanif (2018) who noted that staff training increases and updates the knowledge of employees which leads to increase in performance. Employee training is like an asset because if employees are competent then companies' performance will increase more and will provide long term benefits as compare to competitor.

Furthermore, finding revealed that Skill variety has an influence in job performance. Finding is similar with study of Rowden and Conine (2019) who noted that

employees training increase varieties of skills which will ultimately better satisfy the needs and demands of their customers. Therefore, the majority of respondents who participated in this study had strongly argued that Effective staff training has significant influence on job performance of public secondary school in Tanzania.

4.4.4 Working conditions

The fourth research objective sought to determine the influence of working conditions on job performance of public secondary school in Tanzania. Finding revealed that there is positive relationship between working conditions and job performance of public secondary school in Tanzania, but such relationship was statistically significant ($B=0.608$, ($p\text{-value} = 0.000 < 0.05$)). However, finding revealed that the favorable job condition increases high job performance in public secondary school in Tanzania. Fosfuri (2017) agreed that favorable job condition reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing public secondary.

Finding revealed that Conducive working environment enhance employee performance in public secondary school. This finding is similar with study of Gerber (2018) who noted that Working conditions are the working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training, therefore the better working condition lead to better performance of public employee.

Moreover, finding revealed that the effective health insurance policy emphasize employee performance in public secondary school. Finding is consistent with study

of Gariety and Shaffer (2018) who found that health insurance policy and good working conditions are motivational tools to enhance employees' performance.

Finding revealed that teamwork among employee increases job performance in public secondary school. Finding was supported by Fosfuri (2017) who stated that teamwork increase effort, strengthens job-related skills and competencies and help employees keep up with changes in the workplace, such as the introduction of new technology. Therefore, the majority of respondents who participated in this study had strongly argued that working conditions have significant influence on the job performance of public secondary school in Tanzania.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This chapter presents the summary of research findings on each research objective, conclusion on the findings, recommendations is also drawn as well as demarcating limitation of the study.

5.2 Summary of research findings

The first research objective sought to determine the influence of financial incentives on job performance of public secondary school in Tanzania. Finding revealed that Incentives remuneration, bonus remuneration, medical benefits and bonus motivation system are the factors affect job performance of public secondary school. Thus, the majority of respondents who participated in this study had strongly agreed that financial incentives have significant influence on the job performance of public secondary school in Tanzania

The second research objective sought to determine the influence of recognition promotions on job performance of public secondary school in Tanzania. finding revealed that employer promotion, employer ensure effective monitoring and evaluation, promotion policy are the factors affect level of employee's performance in public secondary school. Thus, the majority of respondents who participated in this study had strongly argued that Recognition promotions have significant influence on the job performance of public secondary school in Tanzania

The third research objective sought to determine the influence of effective staff training on job performance of public secondary school in Tanzania. Finding revealed that Staff training, Commitment in staff training, staff training keep updating employee knowledge and competent, Skill variety factors which affect job performance of public secondary school. Thus, the majority of respondents who participated in this study had strongly argued that Effective staff training has significant influence on job performance of public secondary school in Tanzania

The fourth research objective sought to determine the influence of working conditions on job performance of public secondary school in Tanzania. Finding revealed that Conducive working environment, effective health insurance policy, teamwork among employees are the factors which affect job performance of public secondary school. Thus, the majority of respondents who participated in this study had strongly argued that working conditions have significant influence on the job performance of public secondary school in Tanzania.

Applications of the results

(i) Implication for the policy maker

As the finding revealed that incentives remuneration, bonus remuneration, medical benefits and bonus motivation system are essential motives in increasing performance of any employee. So as the study will help the policy maker to come aware of what motivational entity should be taken into consideration in increase productivity by the use of money power.

This also will be help to them in knowing of the status level of satisfaction of employee in terms of the recognition and promotions offered to the employee. And

then they will come with a better promotion policy which will match somehow with the desire of the workers. This will be done even to staff training and development policy to the employee to be in the direction of motivate the workers.

(ii) Implications for the academics.

The study will be one of the source of secondary data to the next academician who thought to conducting the researched or the associated topic with motivation or performance. The study also will inspire the academician to deploy some of motivation factors determined by the study so as to increase their workforce in teaching.

(iii) Implication for the Industry

The finding of the study shows the direction to the industry manager and administrative staff to have a tendency of conducting monitoring and evaluation of the provisional of motives to their employee, time after a time. This will lead to retain and continuous attracting the most potential resource (human resource) in the industrial existence in a market competition by insert their effort and commitment in production. Due to the important of team working, the study will like lead manager to formulate the sense of team working sprit.

5.3 Conclusion

The study can be concluded that the financial incentive was partially practicing extrinsic motivation by using monetary tools such as salary, transport benefits, extra duty allowances, medical benefits which has brought effect on job performance.

Management of public secondary is advised to enhance the available motivation package by incorporating also intrinsic motivation factors because a single motivation factor cannot optimally influence job performance.

The findings of this study revealed that there is a strong positive relationship between recognition promotion and job performance which indicates that the increase in recognition promotion will lead in increase of job performance in public secondary. In order to make optimum utilization of human resources the public secondary management needs to make improvement in its rewarding system by integrating reward strategy with human resource strategy so as to develop unique reward strategy that will help to improve job performance as well as achieving organization goals.

It was also found that effective staff training was considered as the main factor that influence employees to work hard and better, which imply that low monthly pay reduces morale for high employees' job performance in public secondary. Therefore, public secondary school management should review its staff training system to reflect employees' education, economic status and employees' responsibility as well as considering market penetration so as to encourage better performance for its employees.

The study concluded that conducive working environment, effective health insurance policy, teamwork among employees has significant influence on the job performance of public secondary school in Tanzania.

5.4 Recommendations

Majority of employees regarded their salary and allowances to be underestimated when compared with education level and responsibilities given. This necessitates salary review in public sector to reflect employees' education level, given responsibility as well as current economic environment which may help provision of reasonable extrinsic motivation that may improve employees' performance.

The study revealed that inasmuch as the employees had specific, clear goals that they were allowed to set, the goals in themselves were not challenging or difficult for them. The study recommends that the organization re-evaluate the goals that are set, and also implement constructive feedback in relation to the goals. Additionally, the study recommends that the organization includes mentorship and regular training as a way of keeping the workforce motivated and accountable to their goals.

Management is advised to take immediate measures to develop effective training program that will help to strengthen job-related skills and competencies and help employees keep up with changes in the workplace as well as improving employees' performance.

This study therefore recommends that the organization re-evaluates its salary and benefits package as the employees perceive the money they are paid as a direct indication of the value the organization has placed on their services. This can help boost the morale and motivation of the employees and consequently, their performance.

Therefore, to that end, the organization should re-evaluate the current program and also get feedback plus buy-in from the employees on how to make it fair and equitable for all. Additionally, the study recommends that the organization

implement non-monetary rewards as a cost-effective way of boosting morale of the workforce.

5.5 Limitation of the study

Researcher encountered the problem on questionnaires collection where some respondent delayed to complete them, hence extending the duration of accomplish the study. Also the some respondents were not free to respond the question until the research keeping the relax and brush out their negativity thought on the study.

5.6 Recommendations for Further Studies

The direct focus of this study was public secondary at Mbinga district, in Ruvuma region and its employees. The results therefore were limited with regard to generalizations, and therefore are not a complete representation of the entire organization and other public secondary school. Considering the numerous complex issues that surround the topic of employee motivation that have not been addressed by this study, additional research should be carried out in order to improve the current study and increase information and understanding on employee motivation.

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APPENDICES

APPENDIX I

QUESTIONNAIRES

I am: **JOHN PAUL LUPONDIJE** student pursuing a *MASTER OF HUMAN RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA*; I wish to solicit information through this questionnaire on “*THE EFFECT OF EMPLOYEE MOTIVATION ON JOB PERFORMANCE OF PUBLICSECONDARY SCHOOL IN TANZANIA: “A CASE OF MBINGA TOWN COUNCIL”*” The information you provide will be strictly used for academic purpose and absolute confidentiality is assured. I will be grateful if the questions in this questionnaire will be answered to your level best you can.

SECTION A: PROFILE OF THE RESPONDENT

Please, tick for the appropriate answer:

Please, tick for the appropriate answer:

1. What is your sex?

- | | |
|-------------|--------------------------|
| (i) Male | <input type="checkbox"/> |
| (ii) Female | <input type="checkbox"/> |

2. What is your age?

- | | |
|----------------------|--------------------------|
| (i) 18 -28 Years | <input type="checkbox"/> |
| (ii) 29 – 39 Years | <input type="checkbox"/> |
| (iii) Above 39 Years | <input type="checkbox"/> |

3. What is your education level?

- | | |
|-----------------|--------------------------|
| (i) PhD | <input type="checkbox"/> |
| (ii) Masters | <input type="checkbox"/> |
| (iii) Degree | <input type="checkbox"/> |
| (iv) Diploma | <input type="checkbox"/> |
| (v) Certificate | <input type="checkbox"/> |

4. How long have you worked

- | | | |
|-------|-------------|----------------------|
| (i) | 1 - 2 years | <input type="text"/> |
| (ii) | 2 - 3 years | <input type="text"/> |
| (iii) | 3 - 4 years | <input type="text"/> |
| (iv) | 5 years + | <input type="text"/> |

SECTION B:

FINANCIAL INCENTIVES

(5) Please tick for 1 = strongly disagree, 2 – disagree, 3 = neutral 4 = agree and 5 = strongly agree

S/N	Financial incentives	SCALE				
		1	2	3	4	5
1	Incentives remuneration has an influence in to job performance of employee					
2	Bonus remuneration has an influence in your job performance					
3	Medical benefits increase employee performance					
4	Bonus motivation system need to be reformed					

S/N	Recognition of promotion	SCALE				
		1	2	3	4	5
1	Employer provides promotion for all employees equally					
2	Employer ensure effective monitoring and evaluation for each employee to achieve his or her targeted goal					
3	Employer promotion policy need to be improved					
4	Promotion increases level of employees performance					

S/N	Staff training	SCALE				
		1	2	3	4	5
1	Staff training increases effective and efficient to employer					
2	Commitment in staff training enhance high level of job performance					
3	Training keep updating employee knowledge and competent					
4	Skill variety has an influence in job performance					

S/N	Working condition	SCALE				
		1	2	3	4	5
1	Favorable job condition increases high job performance					
2	Conducive working environment enhance employee performance					
3	Effective health insurance policy emphasize employee performance					
4	Teamwork among employee increases job performance					

S/N	Job performance	SCALE				
		1	2	3	4	5

1	High quality of employee increases Job performance					
2	Style of leadership of employees has an influence in performance					
3	Satisfaction of employees will offer better performance					
4	Motivated employee will provide better output to employer					