

**THE IMPACT OF MOTIVATION ON EMPLOYEES' PERFORMANCE IN
INDUSTRY SECTOR: A CASE OF HILL GROUP OF INDUSTRIES
LIMITED - BAGAMOYO**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER OF HUMAN
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2025

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a Dissertation **“The Impact of Motivation on Employee Performance in Industries Sector. A case of Hill Group of Companies Limited”** in partial fulfillment of the requirements for the award of the degree of Master in Human Resource Management (MHRM) of The Open University of Tanzania.

.....

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.....

Date

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.....

Signature

.....

Date

DEDICATION

This work is dedicated to My Family, to My Wife Madam Consolatha Joseph Mallya, My daughters Tumaini, Faraja and Malaika Kaijage for the support that they gave during my studies period.

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First and foremost, I would like to thank Almighty God for the gift of life and the precious opportunity. God has given me guidance, protection and good health throughout My Life and in my Studies.

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ABSTRACT

This study assessed the impact of motivation on employee performance in industries sector at Hill Group of Companies Limited (HGCL). This study adopted descriptive survey research design in orders to assess how motivation influence employee performance, this study used both probability sampling technique which was cluster sampling technique and non-probability sampling which was purposive sampling, to get a sample size of 50 respondents. Interview and questionnaires which comprised both close-ended and open-ended questions, were used in data collection. The study revealed that employees are motivated by the salary, Bonus and allowances which contributing on employees' performance at HGCL. Similarly, Employees exposed that that provision of training, good working condition at the company, good treatment from the company management are among the factors motivated them to perform their job. The study concluded that employees are well motivated to perform their job if there is provision of training to employees; reasonable salary, bonus and allowances are good; good working condition at the company and good treatment from the company management. The study recommended that; there was a need for (HGCL) Management to involve all employee in all level of decision-making process, improve working environment, providing allowance and bonus to all employee annually and provide basic employees requirement on time in order to make sure that all employees satisfied and motivated in their position. Furthermore, the company should have a clear organization structure and that structure should be clear on duties and responsibility of all employee and a clearly salary structure basing on their qualifications, Thus, the required performance will be achieved.

Keywords: *Motivation and Employee Performance*

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LIST OF ABBREVIATIONS

HGCL	- Hill Group of Companies Limited
HR	- Human Resource
ICT	- Information and Communication Technology
MHRM	- Masters of Human Resource Management
OUT	- Open University of Tanzania
PBZ	- People Bank of Zanzibar
SPSS	- Statistical Package for Social Science
UDSM	- University of Dar es salaam

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

Motivation can be defined as the process both instinctive and rational by which people seek to satisfy the basic drives, perceived needs and personal goals which trigger human behavior (Cole, 1996). Motivation is what give a human being more power to go extra mile on doing what he or she is doing. Hill Group of Companies Limited (HGCL) is the combination of several companies registered to operate in the United Republic of Tanzania. The group started early in 2000's from a small Agro vet shop business located at Mwenge, Dar Es Salaam. The group has enjoyed the amount of goodwill and recognition in the market. The group has four different companies which produce different products as follows; Hill Water Company limited produce Hill drinking water; Hill feed and Agro vet supplies Co. Ltd produces and supplies animal feed and Agro vet products; Hill packaging company limited produce packaging material (products) and Salibaba Pellet Company limited produce all kinds of animal feeds products and chickens (HGCL, 2024).

In a nutshell, the group is involved with manufacturing and distribution of animal feeds which are in the form of Mash and Pellet and also manufacturing and distribution of polypropylene woven packaging bags and water. The group headquarter is based at Hill Industrial Complex Building located at Mapinga - Bagamoyo District in Coastal Regional. According to market analysis, Hill group of companies limited is performing well in the market of its products (HGCL, 2024). The performance of HGCL is contributed by many factors like the quality of its

products, excellent customer service, timely delivery and reasonable price for its products.

The study evaluates the relationship that exists between the performance of the group in its activities and the motivation of its employees in order to prove the positive Impact of motivation in employee performance in Industrial Sector in Tanzania. (Salama, 2022) stressed that there is direct strong and positive relationship between employee performance and motivation. The researcher searched the truth of the statement if there are positive results for motivated employees to perform better in the organization and improve organization performance as a whole, at HGCL as a case study.

1.2 Statement of the Research Problem

The study aimed at evaluating the impact of motivation on the employees and the level of their performance in Industries Sector in Tanzania. The current business status of the HGCL until now (2024) is really very good. The performance of HGCL is considered and notices in many ways is expanding by opening of branch in Bagamoyo Township (HGCL, 2024). The organization is planning to open more branches in other regions than Coastal Regional in nearby future. The aim of this study was to assess the impact of motivation on the performance of HGCL employees. Several literatures Salama, (2022); Machenje, (2019) and Rakia, (2013) described that motivation impact the performances of employees in many organizations. The most important motivators or motivation factors discussed by many researchers were salary and wages, bonus, staff training and other allowances

and organization goals and work environment. The HGCL is a business organization and currently it is performing well both in production and marketing despite facing some challenges. The interest of the researcher was to investigate and assess the relationship that exists between companies' growth and employee's motivation. Therefore, the choices of HGCL as a case study is originated from the above statement.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to evaluate the motivational factors that can influence employee's performance, assess the impact of motivation on employee's performance and to recommend other motivational policies and innovations for increasing the level of performance of employees in the Organization.

1.3.2 Specific Objectives

- i. To describe the extent of providing good salary and wages on influencing employees' performance in the Organization
- ii. To examine how bonus and allowance can impact employee's performance in the Organization
- iii. To assess the influence of staff training on employee performance in the Organization
- iv. To illustrate how work environment affect employee performance in the Organization

1.4 Research Questions

1.4.1 General Research Question

The General Research Question was; what is the impact of motivation on employees' Performance at Hill Group of Companies Limited?

1.4.2 Specific Research Questions

- i. To what extent providing good salary and wages has influence on employees' performance in the Organization?
- ii. What is the impact of bonus and allowance on employee performance in the Organization?
- iii. How does staff training influence employee performance in the Organization?
- iv. What is the impact of work environment in employee performance in the Organization?

1.5 Significance of the Study

The study was very importance to various organizations and employers especially in Industries Sector because the study would help them to understand different forms of motivations for better employees' performance in the sector. This study can lead to improved working conditions and job satisfaction. This study will support Informed Decision-Making as employees benefit from research-driven policies that ensure fair treatment, work-life balance, and opportunities for advancement. The study will be significant to employees understand market demands, reducing uncertainty about their roles. Additionally, this study can also lead to higher employee satisfaction as can lead to policies that improve overall job satisfaction and retention.

1.6 Scope of the Study

The study was conducted at Hill Group of Companies Limited Headquarters based in Mapinga – Bagamoyo District, Coastal Regional. The study assessed the impact of motivation on employees' performance in industries sector in Tanzania. The study explored key themes related to motivation and employee performance, including: Intrinsic and Extrinsic Motivation, Workplace Environment, Employee Engagement, Rewards and Recognition, Job Satisfaction and Challenges in Motivating Employees. The study was guided by motivation and performance theories, including Maslow's Hierarchy of Needs Understanding how employees' needs at different levels (physiological, safety, social, esteem, self-actualization) influence motivation. Herzberg's Two-Factor Theory was involved in Examining how hygiene factors (salary, job security) and motivators (recognition, achievement) impact job performance.

1.7 Organization of the Study

The study was organized into five chapters. The first chapter introduction, which cover areas like background of the problem, statement of the research problem, objective of the study, research questions, and significance of the study, scope of the study, and organization of the study. Chapter two comprise with conceptual Definitions, theoretical literature review, empirical literature review, research gap, conceptual framework, and theoretical framework. Chapter three focus on research methodology which includes research design, study area, population of the study, sample size and sampling procedures, data collection methods, data collections tools, reliability and validity of data, data presentation and analysis. Chapter four focus on

data presentation, analysis and discussion. Chapter five comprise of a summary of the study, conclusion and recommendation based on the study findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter deal with the literature reviewed concerning with the study. The chapter presents the conceptual definitions, theoretical literature review, empirical literature review, research Gap, conceptual framework and theoretical framework.

2.2 Conceptual Definitions

In this session the ideas was to introduce the key definitions of knowledge of both important key terms of the study with different previous Authors and Researchers.

2.2.1 Motivation

According to Cole, 1996 motivation can be defined as the process both instinctive and rational by which people seek to satisfy the basic drives, perceived needs and personal goals which trigger human behavior. Motivation is that extra power that give a human being more drive force to continue doing what he or she is doing.

Koontz et.al (1990) explained that motivation of employees is an important inner control tool and should be satisfied in order to attain advantages such as increase in employee commitment, increase productivity and efficiency.

2.2.2 Employee Performance

According to Koontz et.al (1990) employee performance refers to the efficient and effectiveness of employees in achieving organizational goals and objectives. They further started that employee performance could be evaluated by considering the

level of absenteeism, quality of work reports and the time of reporting for and leaving duties and overall working situation and performance. Derek et.al, 2011 stressed that performance management is an ideal that has been developed to coordinate several features, especially targets, training, appraisal and payment, in order to deliver effectiveness. Moreover employee performance is very important aspect in the development of any organization in order for the organization to achieve its goals and objectives it needs better performance from its employees.

2.3 Theoretical Literature Review

In this item various reviews from different researchers and how they explain their theories based with this topic in their report in the bringing of knowledge to the global society was explained and discussed.

2.3.1 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of needs theory was proposed by Abraham Maslow in 1954. In his theory Maslow proposed that all human being have specific set of needs that needs should be fulfilled over a period of his/ her life time. Maslow arranged the needs in a hierarchical order and proposed that individual have five basic set of needs. Physiological needs (Basic Needs), safety needs (Security Needs), love needs (Social Needs), esteem needs (Prestigious Needs) and self-actualization needs (Self Fulfilment).

2.3.1.1 Physiological Needs (Basic Needs)

According to Maslow, (1954) physiological needs are literal or born or basic requirements for human survival or human being basic needs for daily life and that

are things like air, food, water, sex and shelter are metabolic requirements for survival of any human being in his daily life day after day. For an individual to satisfy these psychological/ physiological needs is greater and important than the drive to satisfy any other type of needs. These needs are satisfied through the wages and salaries paid by an organization to the employee for him or her to fulfill is life basic need in day to day life access and fulfillment.

2.3.1.2 Safety Needs (Security Needs)

Maslow, 1954 stressed that with those physical needs relatively met and satisfied the individual's safety and security needs take place and dominate behavior for future needs of a human nature. These safety needs manifest themselves in ways of presence such as job security, individual security and protection in the society, financial security, health and well – being and security from natural disasters and calamitous and other unforeseen threats and security concerns . Safety and security against accidents/ illness/anonymous and their adverse impacts.

2.3.1.3 Love and Belonging Needs (Social Needs)

Every human being needs to feel sense of belonging, acceptance and recognition by other people in the society feel loved and love others and vice versa, whether it come from a large social group such as clubs, office, professional organization, sports teams or small connection, ethnic affiliation or otherwise. They need to love and be loved by others people in the society (Maslow, 1954).

2.2.1.4 Esteem Needs (Prestigious Needs)

According to Maslow (1954) all human being has a need to be respected and to have self – esteem and self – respect in the community. Esteem presents the humans desire to be accepted and valued by others people in the society. People need to engage themselves to gain recognition and respect and have an activity that give the person a sense of contribution and achievement in any affiliated group, to feel self – valued, and honored to be it in a profession, voluntary or hobby being it at work in the society or any other place of life.

2.2.1.5 Self - Actualization (Self Fulfilment)

Maslow (1954) described that a human being can be whoever he or she want to be. This forms the foundation of the perceived need for self - actualization needs (Self Fulfilment). Maslow describe the desire to become more and more of what one want to be and to fulfil his mission and vision in his life, to become everything that one is capable of becoming and achieve this not enough promotions but by mastering his/her environment and setting and achieving goals and objectives (Maslow, 1954). The study adapted Maslow's theory because the five basic set needs are the daily human needs which can motivate a person to work hard or to demotivate the ability of working hard into his/ her employer, no matter what the employer have as a pleasing environment/ attracting to assist employees to work.

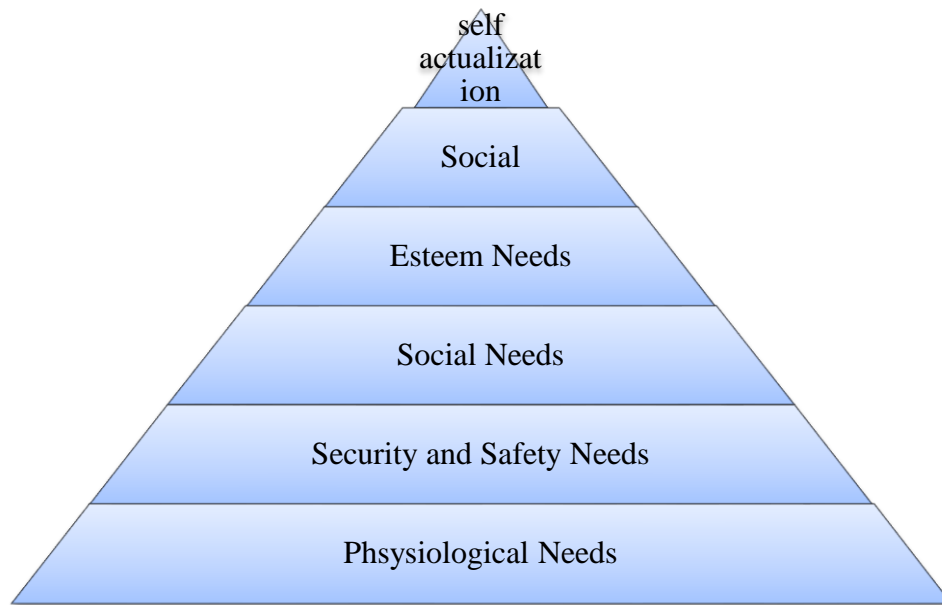


Figure 2.1: Maslow's Hierarchy of Needs

Source : Maslow (1954)

2.3.2 Herzberg's Two Factors Theory

Herzberg (1959) conducted research on job satisfaction and dissatisfaction. From his study he formulated a theory mode named need – based mode for the purpose of helping managers to execute their roles efficiently. He was concerned with factors that enabled workers to perform their job and those that hinder them to perform productivity. Herzberg (1959) therefore, related that factors that made human being to feel good about their work and motivate them to perform better compared to those that made them feel bad and be discourage.

Factors such as company policy and administration, supervisor, interpersonal relationship, working conditions, bonus and allowances, salary and other treatment have been characterized by Herzberg as hygiene factors. When those factors are adequate, people will not be dissatisfied they will be motivated; however, neither

will they be satisfied. If we want to motivate people in their job, Herzberg suggests emphasizing achievement, recognition, the work itself, responsibility, relationship among each other and growth of employees in the Organization. These are the motivation factors that people find intrinsically rewarding or motivating.

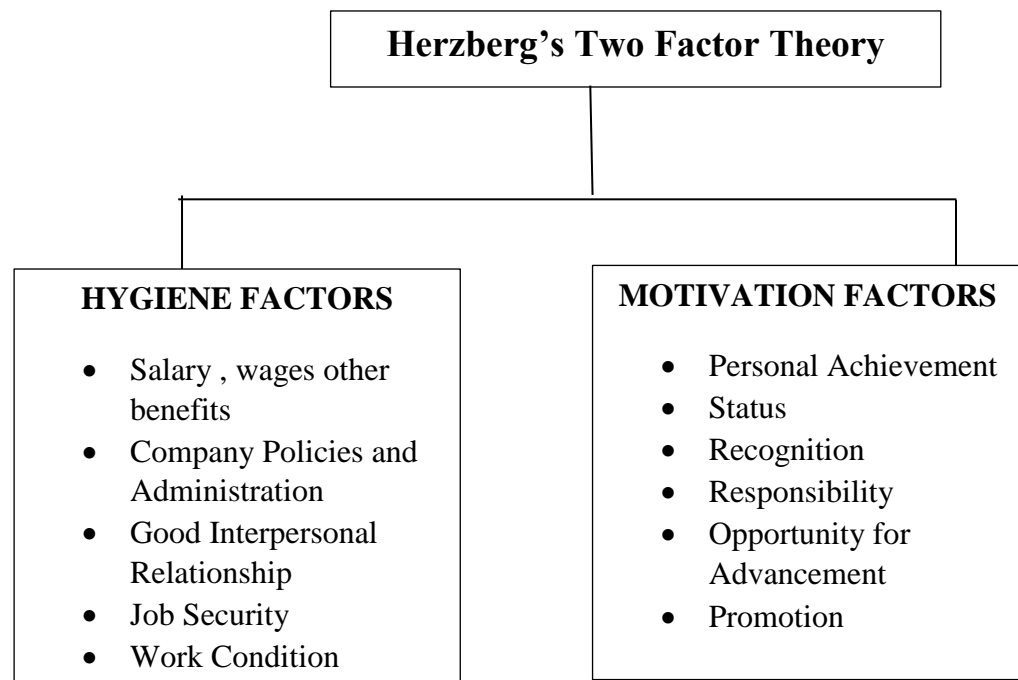


Figure 2.2: Herzberg's Two Factor Theory

Source : Herzberg (1959)

2.3.3 Adam's Equity Theory

This theory was developed by American Psychologist John Stacey Adams in 1963. Adams in his equity theory proposes that, human being always measure and considered what they put into work and what they get out of as a return to their effort at work for them to continue to work hard and develop the Organization. Adams proposed that employee does not feel they are getting equal treatment or more out of the job than they are putting in it can affect their desire to continue doing

the job in that particular company . Inputs including effort, commitment, ability, and loyalty to the organization while output including financial rewards such as Salary and Wages, bonus and allowances working environment and relationship between employee and or with management, recognition and job security are very important for development of every employee in any organization.

As they explained that, among output expected by the employee is the recognition and responsibility and financial reward in the amount in which the employee will feel reasonable per time and per job done. The financial reward, responsibility and recognition will motivate employee and lead to employee performance. Due to Adam's Equity Theory, it is obviously meant that: Effort and commitment of employees are highly influenced by responsibility, recognition and bonus, training and allowances also the salary and wages. As the salary increases then employees will be motivated to work harder and result into good performance of the organization. People need to feel that there is a fair balance between inputs and output in every work they do.

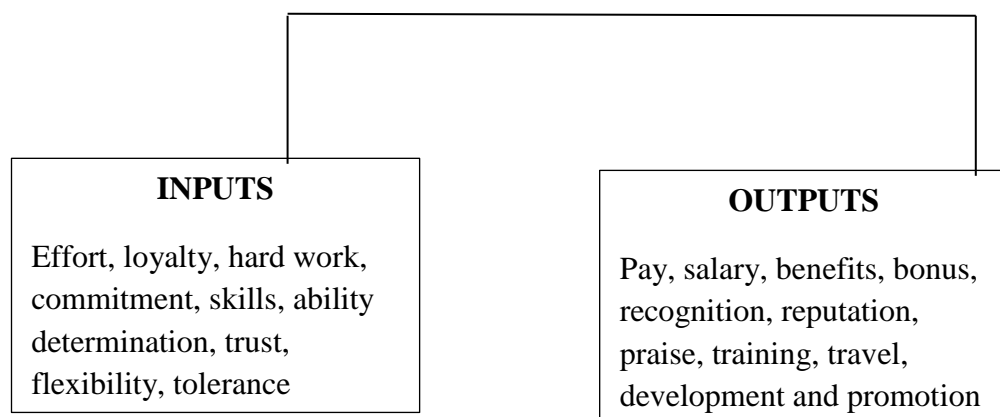


Figure 2.3: Adams Equity Theory

Source : John Stacey Adams (1963)

2.4 Empirical Literature Review

Different Researchers have made studies about the impact of motivation on the employee's performance and came up with some findings that helped to draw conclusion as elaborated here under;

2.4.1 Empirical Literature Review Worldwide

Many studies have been done concerning motivation and its influence to employee performance. Many studies showed there is a positive link between motivation and employee performance worldwide. Specifically, also many studies show how motivation of employee is influenced by salary and wages, allowance and bonus, good working environment and person recognition of better performance, also organization goals and objectives.

The study conducted in Bangladesh on the impact of motivation on employee performance a case of Karmasangsthan Bank Limited (Nabi et. Al., 2017). The study involved about 130 participants from the Bank, based on their designation and level of working experience. The sampling was done using stratified random sampling method, in which the population was divided into group based on designation and experience. Data was analyzed by using statistical package for the social scientists. The findings of the study showed that employee at the KBL Bank was motivated to performance better for their organization by the following factors working environment, responsibility, promotion, recognition, and appreciation for work done by the organization management.

Another study on the impact of motivation on employee's performance in Pakistan, Danish (2019). The study was conducted at the University of Karachi, Pakistan. The study involved a sample of total 200 participants including male and female respondents who filled questionnaires and the age of participants was ranging between 20-60 years and their qualifications was ranged between Bachelors and Post-graduate level. The study aimed to measure the relationships that exist between motivation and employee performance in Pakistan and the finding of the study was as follow:

The study showed that there is the relationship between employee performance and motivation both intrinsic as well as extrinsic motivation. Managers must motivate their employees extrinsically and intrinsically so that they perform well and achieve their individual goals as well as organization goal in general. Once the individual goals are achieved, the organization goals are also met. The study suggest that employee can be motivated by offering them with good salary packages, remunerations and other monetary rewards, also non-monetary reward like working place environment, recognition and good supervision are also a great source of motivation for employees.

Another study conducted at the University of Punjab, Lahore, Pakistan Jafar, et al. (2018) on the Impact of Motivation on Employee Performance and Turnover in Pakistan Education Institutes. The study involved about 130 employees of education institutions in Pakistan the sample was selected by the non-probability sampling technique. Data was selected by questionnaires which were distributed in various

education institutes in Pakistan and SPSS software was used for the purpose of data analysis. The demographic variable of the study was gender, age, qualifications and job area. The result of the study showed that motivation of the employees is the key solution in order to maintain organization performance and reduce employee's turnover. The study suggested that organization policies, good relationship among employees, organization recognition and acknowledgement of the work of employee plus working environment and other benefits (monetary and non-monetary) can improve performance of any employee.

Additionally, Okan, et al. (2012) conducted a study on the Universality of Factors Motivating employees in Banking Sector of Northern Cyprus. Their study revealed that the most important factors that motivating employees are equitable wages and promotion, extended health benefits and working environment. Furthermore, when compared with a similar study in Bangladesh, it is found out that the most important factors that motivating employees in many countries is salary and wages.

Kuppuswamy, (2017) in his study the Effects of Motivation among the students of Department of Electrical and Electronics Engineering of Engineering Collage in Tamilnadu, India. In this study the author gives the relationship that exists between job security, equal treatment of employee, rewards, job satisfaction, management style, team work and recognition as the factors that motivating employee in the organization. The results of the study showed that there is the relationship between student's motivation and their career growth.

2.4.2 Empirical Literature Review in Africa

According to (Gure, 2010) who conducted a study on the impact of motivation on employees performance at National Telecommunication of Somalia, the study found that motivation has strong positive influence on employee performance rather than job satisfaction. Satisfaction has low importance on employee performance compared to motivation. However, the study concluded that motivation supporting staff contributes more to the performance of the Company.

Similarly, Ibrahim et al. (2015) conducted a study on the impact of motivation on employee performance among selected microfinance companies in Ghana. The study was conducted at the University of Education Winneba, Kumasi, Ghana. The study used Questionnaire's data collection methods. A sample of 80 respondents was used for the study. The sample was selected through the simple random sampling technique which means each respondent was chosen randomly and by chance. Data was analyzed through SPSS. The result of the study showed that in order for an employee to perform better both monetary and non-monetary rewards are needed in order to motivate employee because motivation is on an individual basis as individual needs vary from one person to another.

Another study conducted at Kwame Nkrumah University of Science and Technology on the effect of motivation on employee performance at Asunato Municipal Education office (Richard, 2014). The sample population of the study was 214 from Asunato Municipal Education office. Data was collected from questionnaires, interview and observation. Both qualitative and quantitative approach was used in data

analysis process, and SPSS software was used in analyzing data. The results of the study showed that the factors that motivate employee are Nature of work, promotion in the organization, opportunity to advance, working responsibility, appreciation for work done, salary, working condition and relationship with supervisor is the factors that motivate employee to perform better in the organization. Other factor suggests where relationship among workers, recognition at work place, opportunity to growth, management style, regular on the job training, and adequate monetary incentives.

Additionally, Salini et al. (2018) conducted a study on the impact of motivation on Employee performance North East District Administration Masunga, Botswana showed that employee at NED was highly motivated by the organization and the researches revealed they were motivated by the following factors salary and wages, training on and off the job, employee equity, monetary and non-mandatory rewards, recognition, working environment and good relationship among employees and supervisor. Oluwayomi, et al. (2018) on the research about the impact of motivation on employee performance in selected Insurance companies in Nigeria. The researcher used the purposely technique to collect data from the management, and other staff of selected insurance organization through the use of a structural questionnaires a total number 100 respondents were participated on the research. The research result revealed that there is strong relationship between motivation of employees and employee's performance. However, the research revealed also that the type of motivation will determine the level of performance of employee. The research also revealed that when positive motivation was efficiently, skillfully and effectively applied level of performance increase and vice versa.

2.4.3 Empirical Literature Review in Tanzania

Studies conducted in Tanzania also revealed the same positive relationship that exist between motivation and employee performance. The study conducted by Kahungya, (2016) on the effects of motivation on employee's performance at the vice president office in Dar – Es - Salaam. The study involved a sample of 133 respondents out of 200 employees at the Vice President office by then. Data was collected through questionnaires, direct observation and office document found in the study area. Data was analyzed by using statistical package for social science (SPSS). In that study the findings revealed that there is potential relationship between motivation and employees performance and mentioned variables like salary, extra duty allowance, transportation benefits, medical benefits, recognition for work well done promotion and bonus as the factors that motivate employees to perform better at the vice president office. Another study conducted at the Planning Commission by Rukia (2013) on the impact of employee's motivation on performance at the President's Office Planning Commission, the study also revealed that there is a great relationship between motivation and employee's performance in any organization. In that study data was collected from 50 respondents by using various data collection methods like questionnaires, observation and interview. The total number of employees at the Planning commission was 123. Simple random and purposive sampling techniques were used. Also, data from official documents founded in the organization was used. SPSS analysis package was used to analyses data founded on the study. The study findings revealed that most of the employees at the Planning commission are motivated and the level of employee satisfaction were higher among employees. Also employees mentioned factors like training, stable and secure working

environment are among the factors that motivate employees to perform, other factors that were mentioned are promotion, equal treatment of employees and salary and wages. Machenje, (2019) on effect of motivation on employee's performance, a case of the Open University of Tanzania the study revealed that salary; recognitions, promotions and fringe benefits are the factors that motivate most of the employees at OUT. Mbogo, (2013) conducted a study on the impact of motivation on employee performance in public service in Tanzania in Ilala Municipality Council using statistical package for social studies (SPSS) and found that there was positive relationship between motivation and employee performance were wages and salary was identified as the most motivating factors. Masesa, (2004) on his study Factors Influencing Motivation of staff in Higher Learning Institutions as a case study of University of Dar-Es-Salaam (UDSM). He administered questionnaires for data collection and they revealed that most of them (Academician) are motivated by variable that are within themselves (Intrinsic Factors) such variable is opportunity for advancements, individual goals, job freedom and personal growth.

2.5 Research Gap

Several studies have been done concerning the impact of motivation to the organization performance for example, Salama, (2022) described that employee performance is influenced by motivation. As also presented by Kahungya, (2016), Machenje, (2019) and from empirical studies which have been done in Tanzania and outside of Tanzania. All of the above studies were not done at Hill Group of Companies Limited in Mapinga Bagamoyo Coastal Regional.

However regardless motivation practices in Industries Sector the challenges such as what motivate employees and how motivation relates to employee performance is still exist. This study will focus on the impact of motivation on employee performance in align with changing business need at Hill Group of Companies Limited with further intention on determining empirically how employee performance is influenced by motivation practices which are salary and wage, bonus, allowance, staff training and working place environment that has not been researched before.

2.6 Conceptual Framework

Figure 2.4 below is showing the conceptual structure of the variables, which was employed in the study. This shows the relationship between dependent variables and independent variables. The conceptual framework show that employees' performance influenced by motivation and motivation is influenced by salary and wages, bonus and allowance, staff training and work place environment.

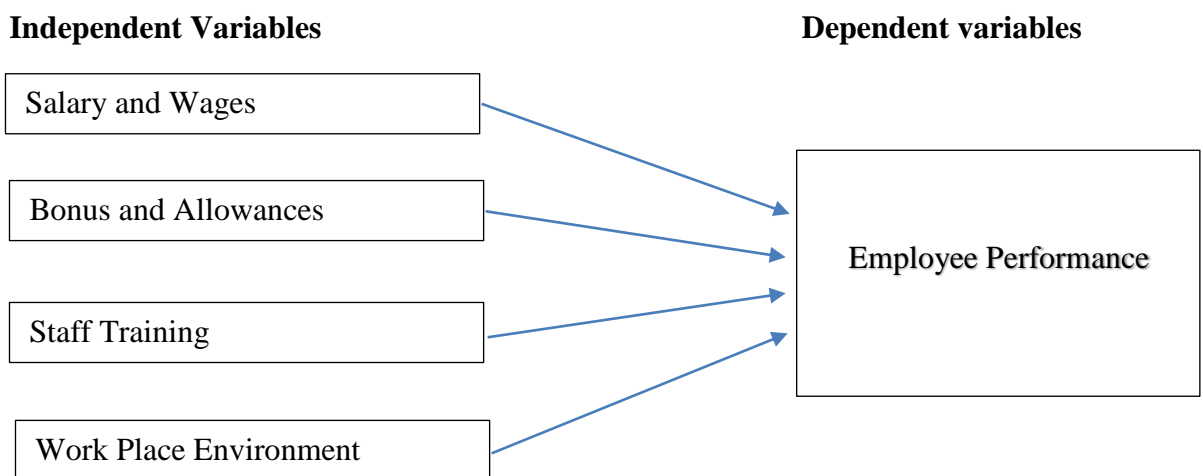


Figure 2.4: The relationship between motivation and employee performance

Source : Researcher Own Conceptualization, (2024)

From the Figure 2.4 it was clearly seen that salary and wages, bonus and allowance, staff training and work environment are used to determine the employee performance in any Organizations.

2.7 Theoretical Framework

After reviewing various articles in the literature part, the following theoretical framework had been drawn in order to give brief and precise or summarized presentation of the study. This study employed salary and wage, bonus and allowance, and work environment as the independent variable in which when conducted result in motivation. The study used motivation as dependent variable by using the mentioned independent variables. On the other hand, this study measured employee performance as dependent variable on the motivation. In this case the motivation was independent variable. This is to assume that when salary and wages increased then employees motivated and thus result into good performance of the Hill Group of Companies Limited.

Also, bonus and allowance if regularly allowed to employee, then employees are motivated and this result into good performance of the Hill Group of Companies. Lastly when work environment is conducive to employee, then employees are motivated and thus will result into good performance of the Hill Group of Companies Limited. This briefly is to say that, salary and wages, bonus and allowance, staff training, and work environment are motivational factors that results to good performance of the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter describes the methodology used in conducting the study. It includes the research design, study area, study population, sampling technique and sample size. It also includes data collection tools and procedure reliability and validity or instruments, data analysis and ethical considerations.

3.2 Research Philosophy

In this study, the researcher adopted a pragmatism means of research philosophy. Pragmatic is a mixed method of addressing given questions of the research which considering on real, moral, ethical as well as ethical considerations of the research (Creswell, 2003). This philosophy normally involves the combinations of at least two types of data collection methods with forms of analysis for deductions and conclusions which will be made during the entire research period. The researcher used the pragmatism research philosophy because it enabled the use of both qualitative and quantitative approach for collecting and analyzing data. The qualitative approach involves the use of direct interviews to collect data. While quantitative approach used questionnaires to gather data which was tabulated through the use of Tables, charts and also analyzing by using Statistical Package for Social Science tool (SPSS). The researcher used the pragmatism approach of research in his study because it enabled gathering both data that can be measured and analyzed as well as data that could not be measures through observation during the study (Marewo et.al.2020).

3.3 Research Approach

According to (Creswell, 2003) a research approach refers to the procedures, tools or means of executing and conducting an investigation selected by the research to collect, analyses and interpreting data of the study . There are three approaches to research namely qualitative, quantitative and mixed research approach. In this study the researcher used both qualitative and quantitative approach in collecting, analyzing and interpreting the research data. Qualitative data was collected by using direct interview from Managers and Heads of Department while Quantitative data was collected by using questionnaires from other participants like staff in operation and production section and vice versa (Marewo et al. 2020).

3.4 Research Design

Kothari (2004) defines research design as the arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Research design is the means of how a researcher will conduct his research. Both qualitative and quantitative design was adopted by the researcher through a case study because is the most commonly descriptive methods applied in education research. Therefore, descriptive research design is mostly used for non-numerical data while quantitative research mostly applies for numerical or non-descriptive data.

3.5 Area of the Study

The study was conducted at Hill Group of Companies Limited based in Mapinga-Bagamoyo District, Coastal Regional. This group of companies was registered to

operate in the United Republic of Tanzania in the early 2000s from merely a small Agro-Vet shop business which was located at Mwenge, Dar es Salaam. Since then, the group has enjoyed the tremendous amount of goodwill, reputation and recognition in the market. The group is involved with manufacturing and distribution of animal feed, which are in the form of mash and pellet and also manufacturing and distribution of polypropylene woven packaging bags and drinking water (HGCL, 2024). The choice of the industries based on two reasons. First, the organization is one of the best performing industries in the sector not only in Bagamoyo District but Coastal Regional and Tanzania in general. Secondly, the organization is familiar and near to the researcher so this helped in reducing financial and time cost.

3.6 Population of the Study

The target population for this study was 501 employees from various Departments of HGCL. The departments were; Office of Managing Director, Human Resource department, Finance Department, Marketing, Production, Operations, Procurement, IC, Laboratory and Estates. In this study, different types of employees were assessed including Heads of Departments and with their employees.

3.7 Sampling Design and Sample Size

3.7.1 Sampling Design

Sampling design is a definite plan for obtaining a sample from a given population (Kothari, 2004). It also refers to the techniques and process to be applied in selecting a sample. In this study sample was selected by using both probability and non-probability sampling. Probability sampling technique used was cluster sampling technique, Cluster sampling was used to select employees in department which form

the population of the organization. Every employee was selected simple randomly and proportionally in each department to provide equal chance for every employee to be selected. Non-probability sampling used was purposive sampling to target Heads of Departments.

3.7.2 Sample Size

According to Kothari, (2004) sample size refers to the number of items to be selected from the universe to constitute a sample. In this study the sample was calculated and obtained by researcher on the desired percentage of sample size that was selected by a researcher, which was 10% of the population of the study areas employees and therefore sample size was 50 respondents. Because of financial and time constrains, the researcher desire of 10% of the whole population to make a sample size was selected as summarized in Table 3.1.

Table 3.1. Sample Size of the Study

S/N	Department/Section	Sample size	Percentage (%)
1	Managing Director	1	2
2	HR Manager	1	2
3	Finance Manager	1	2
4	Marketing Manager	1	2
5	Production Manager	1	2
6	Operations Manager	1	2
7	Procurement Manager	1	2
8	ICT officer	1	2
9	Head of Laboratory	1	2
10	Head of Estates	1	2
11	10 staff from each company's portfolio that make the group	40	80
Total		50	100

Questionnaires was used to collect data from staff in operation like productions, logistics and marketing while interview was conducted to head of Department and Sections.

3.8 Methods of Data Collection

According to Salantakos (1993), the kind of research methods depends on the purpose of the study investigated and research questions used to obtain data for the study. In this study the main interest was to understand workers (employees) perception about motivation and their performance at work place. Questionnaires was the best methods to be used in data collection. Other methods was interview and documentary review.

3.8.1 Secondary Data

Secondary data of this study was obtained from various documents found at the study area in which sources such as, books, management reports and other organization records material found in the area were used to collect secondary data of the study. These materials were company Website, Annual Reports & Financial Statements, and Company Newsletters & Press Releases.

3.8.2 Primary Data

In this study Primary data were collected from the study area by using questionnaires, and interview. Questionnaires were used to collect data from employees while interview was used to collect data from Head of Departments.

3.9 Data Collection Tools

3.9.1 Questionnaire

Questionnaire with both open-ended and closed-ended questions was used in the study. Questionnaires have an advantage of collecting information from many respondents because it enabled respondents to offer quality and trustworthy information especially because of anonymity (K Questionnaires were distributed to all 40 respondents (employees) in each department. This allowed respondents to be free and also helped to get accurate information (data) on the impact of motivation on employee performance at HGCL.

Advantages of questionnaire

- i. Comprehensive Data Collection – Closed-ended questions provide structured, quantifiable data, while open-ended questions allow for more detailed responses, capturing deeper insights.
- ii. Balanced Measurement of Opinions – Closed-ended questions help measure specific opinions or trends, while open-ended questions allow respondents to elaborate on their experiences and perspectives.
- iii. Improved Accuracy & Clarity – Closed-ended questions ensure consistency and ease of analysis, while open-ended responses clarify reasoning behind choices, reducing ambiguity.
- iv. Flexibility & Depth – Open-ended questions encourage respondents to express unique viewpoints, uncovering themes that structured questions might miss.
- v. Enhanced Response Engagement – Combining both types prevents respondent fatigue by maintaining a mix of direct answers and opportunities for expression, leading to higher-quality responses.

3.9.2 Interview

Interview method of collecting data, involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be used through personal interviews and if possible through telephone interview or face to face interview (Kothari, 2004). In this study interview were conducted to collect data from key informants of HGCL. The researcher and respondents were involved in a question-and-answer situation with the aim of eliciting necessary information of the study. It is here that interview guides were applied.

3.10 Reliability and Validity of Data

3.10.1 Reliability of Data

According to Charles (1995), defined reliability as the notion that consistency with which questionnaires items are answered or individual scores remain relatively the same that can be determined through the test-retest method of the results at two different times or even more time as it needed. In this study reliability of the entire questionnaires was checked to ensure the results were approximately the same and also to prove whether the findings of the study were reliable or not. For the purpose of ensuring data quality and reliability, the study used various methods e.g. questionnaires, interviews, and documentary review in order to obtain correct data at the study area. Reliability was further be tested by finding more details about source of data and confirmation if were collect by using appropriate methods of scientific research.

3.10.2 Validity of Data

The study used both primary and secondary data in order to investigate the impact of motivation on employee performance at HGCL. The study was qualitative in nature. Questionnaire, interview and various documents were used in data collection. The result that the researcher was expecting to get during the research would produce the same results that even if other people repeated on same trials of the data time after time for different scientific or non-scientific purpose. Therefore, the study is considered to be reliable and valid for academic purpose.

3.11 Data Analysis

Data analysis is the very important part of the research. For the purpose of this study the researcher employed both qualitative and quantitative approaches in analyzing data. Kothari (2004), explained that data analysis involves editing, classification and tabulation of collected data. Data analysis in this study was analyzed by using statistical package for social science (SPSS).

3.12 Ethical Considerations

Ethical Consideration deals with moral issues related on research practice. The aim is on the responsibilities of researchers towards the rights and interests of their audience, respondents and academic community and general society. In this study the researcher adheres with ethical considerations when collecting data by treating all the participants confidentially and anonymity and also credibility and consistency of the research findings in order to ensure the validity and reliability of the research work. In this study the researcher made sure that all information and data collected during

the study were treated with confidentiality, privacy and for academic purpose only and not otherwise (Mirza et al. 2023).

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND DISCUSSION

4.1 Overview

This chapter presents analysis and discussion of the research findings. It provides the response rate and profile of the respondents then the findings from the analyzed data. Presentation follows the system of the specific research objectives, which mainly intended to assess the impact of motivation on employee performance in Industries Sector. A case of Hill Group of Companies Limited (HGCL). The specific objectives were, to describe the extent of provision good salary and wages and their impact on employees' performance, to examine how bonus and allowance can impact employees' performance, to assess influence of training on employee performance and illustrate how work environment affect employee performance.

4.2 Response Rate of the Study

The study used questionnaires as the source of data collection. The questionnaires were aimed to the portion of targeted population of 501 employees. The research target was to collect information from 50 respondents of Hill Group of Companies Limited (HGCL). All 40 distributed questionnaires were returned for analysis which present 100% of the questionnaires while interview to 5(50%) of the targeted Heads of departments was conducted successfully. The results are summarized in Table 4.1

Table 4.1 Response Rate

Response	Employees		Heads of Departments	
	Frequency	Percentage	Frequency	Percentage
Questionnaires distributed	40	100	-	-
Not Returned questionnaires	-	-	-	-
Interview asked			5	50%
Interview not asked			5	50%
Total	40	100	10	100%

Source: Field data, (2024)

The results shows that information provided was enough for carrying out further analysis of the research findings.

4.3 Demographic Characteristics of Respondents

The study collected information from each respondent based on gender, age, education as well as working experience the presented summary is in Table 4.2, out of 40 respondents, 19 was male while 21 were female. The summary of their presentation is found in Table 4.2. The gender respondents were fairly balanced in the study. The Table 4.2 describe that out of 40 respondent's males were 19 equals to 47.5% and female were 21 equal 52.5% of the respondents. Hence the gender balance was reasonable fair the Table also demonstrate that, there were no respondents under the age of 20 years and 15 out 40 respondents belong to age group of 20-30 years 12 out 40 respondents were between the age group of 31-40 while 7 out 40 belonged to aged group of 41-50 and 6 out of 40 respondents were belonged to the age group of 51 to 60, the study finding revealed that age group between 21-30 and 31-40 provide 67.5% of the respondents. The purpose of collecting information

about age group of respondents was to assess the maturity level and the ability of respondents to take responsibilities.

Table 4.2 Demographic Characteristics of Respondents

Gender	Frequency	Percentage
Male	19	47.5%
Female	21	52.5%
Total	40	100%

Age group	Frequency	Percentage
21-30	15	37.5
31-40	12	30.0
41-50	7	17.5
51-above	6	15.0
Below 20	0	0
Total	40	100

Level education	Frequency	Percentage
From four	10	25
From six	5	12.5
Certificate	12	30
Diploma	8	20
Undergraduate	5	12.5
Other	0	0
Total	40	100

Work experience	Frequency	Percentage
1-5years	19	47.5
6-10years	16	40
11-15years	5	12.5
16-above	0	0
Total	40	100

Source: Field Data, (2024)

Level of education of the respondents were dominated by four leaver and few respondents have Undergraduate degree. The summary presented in Table 4.2 show only 12.5% of the respondents had Undergraduate education. Also, respondents with

working experience of 1-5 years were 19 out of 40 equals to 47.5% of the respondents while 16 respondents equal to 40% had the experience of between 6-10 years only 5 respondents had the experience of 11-15 years equal to 12.5 of the respondents no respondents with more than 16 years of working experience.

4.4 Provision of Good Salary and Wages Influence Employees' performance

The aim of this objective was to assess on how provision of good salary and wages can motivate employees to perform better at the organization. Provision of good salary and wages affects how workers perform in the organization. The better salary and wages the better performances. The findings revealed that out of 40 respondents, 25(62.5%) respondents responded that Salary increase when decided by management while 15(37.5%) respondents revealed that other factors like Company achievement in its business and overall annual profit based on Company activities. Summary of the study findings are provided in Table 4.3.

Table 4.3 Method of Salary Increase

Respondents	Frequency	Percentage
Annually	0	0
When decided by management	25	62.5
Based on salary scheme	0	0
Other	15	37.5
Total	40	100

Source: Field data, (2024)

According to the information revealed by the respondents, employee's salary increment at (HGCL) is determined by the management based on the achievement of the organization in its business activities annually. Interview with Head of HR Department explained;

“We pay our employee according to their performance and performance of the company in our business activities and also being our agreement on contract which the organization has entered with the employee”

The study revealed that the company does not have clear policy on salary and wages but they pay salary and wages to their employees basing on the contract agreement between employee and the organization and also basing on employee performance and organization performance in business activities. Similar remarks with regards to the extent where salary and wages influence employee performance in organization came from Head of Finance who said;

“Salary paid by our organization is very competitive and hence help to influence our employees to perform better towards achieving organization goals and objective. Also, our salary payment is determined by the achievement of the company in our activities in annual basis so the possibility of increasing salary and wages will be guaranteed.”

4.5 Bonus and Allowance and Employee Performance

The purpose of this objective was to assess how bonus and allowance motivate employees and increase performance of both employee and the organization as a whole. The basis of providing bonuses and allowances to employees is to increase performance levels. Provision of bonuses and allowance by the organization shows that an employer appreciates employees' work output both quantitatively and most of all qualitatively. Additionally, the company sends a strong message that employee's contributions are treasured and acknowledged (Kilindu, Giattas & Partners, 2024). According to Nyberg, et.al, (2016) allowances and bonus contribute positively

employee' performance in an organization, and that their effectiveness depends on employee tenure, pay-for-performance trends, and job type. Initially the researcher wanted to know how bonus and allowance impact the performance of the respondents out of 40 respondents' 30 respondents said that they are motivated by the bonus and allowance from the organization and that impact their performance and the performance of the organization while 10 respondents out of 40 respondents said that they get bonus at any other time, and they are not only motivated by bonus or allowance but other factors like transportation, meal (lunch break) good working condition and good relationship that exist between employees and management.

Table 4.4 Extent of Provision of Bonus and Allowance

Response	Frequency	Percentage
Regularly	0	0
It depends on the work in department	30	75
Any other time	10	25
Total	40	100

Source: Field data (2024)

The Table 4.4 show that 75% of the respondents get their bonus or allowance depending on the achievement of the activities or work done in the departments while 25% get bonus or allowance at any other time, this means that some of the respondents may get their bonus at any time when decided by the management. one interview from Head of Finance attested to this finding as follows;

“Yes, we provide other allowances and bonuses when the company achieved its goals and objectives. Also, we pay our employee with allowance when they are travelling on duties outside the area we pay overtime allowance for work done beyond normal working

time. We also support employees with allowance during religion holiday i.e. 'Eid and Christmas in order to support their families. Those allowances motivate our employees to perform better and so to achieve organization goal''

4.6 Influence of Training on Employee Performance

In this section the researcher investigated the extent of trainings provided to employees; how it influences employee's performance in the organization and how often employees are getting training at the organization. Training is one of the best adequate mechanism for enhancing employee performance and to achieve the organizational objectives and goals effectively and efficiently. Success of an organization to achieve its objectives and goals highly depends on its employee's performance. According to Yimam, (2022) training have a positive effect on the business outcomes through increased productivity, improved management skills, reduced production costs, easy access to profitability, and expanded market. According to the response from the employees concerning training 17 out of 40 respondents said that they get training annually while 23 out of 40 respondents said that they get staff training quarterly. The summary of the results is given in the Table 4.5 employee training level.

Table 4.5 Extent of Employee Training Provision

Period of training	Frequency	Percentage
Every month	0	0
quarterly	17	42.5
annually	23	57.5
Total	40	100

Source: Field data (2024)

The result show that employee at HGCL are getting training frequent each year or quarterly every after three-month employees are highly motivated by receiving basic training to perform their job and other training basing on the requirement of the management and changes in technology.

Employees' access to formal training was confirmed by Head of HR department who stated that;

“We provide staff training to our employees when the need to do so arise. We conduct both on the job training and off-the job. We provide opportunities to our employees to develop their knowledge and skills in higher learning and middle learning institutions in order to acquire more knowledge and skills which can help them to improve their performance”

4.7 The Effects of Work Environment on Employees' Performance

Employees working environment conditions are crucial factors of work quality and their performance level. Employees who are satisfied with their work environment are more likely to have positive work output thus achievement of organization goals. With positive working environment Employees are more willing to integrate their extraordinary use of skills, abilities, and knowledge (Shammout, 2021).

Working environment can be physical or non-physical environment. The physical environment of the workplace environment is the location and the surrounding area with tangible assets in the work area such as ventilation, noise levels, quality of air in the workplace, parking lots, tangible perks for example lunch, tea, and coffees, building of offices, setup of the office (Mathew, 2015). Non-physical factors include policies, incentives, rules, work culture, work relationship, supervisor's support,

compatibility with colleagues and many more factors (Genzorová, 2017). In this study working conditions evaluated include company treatment, good relationship with other staff and management, job security, transport provision, good health working condition and provision of health breaks. Respondent's opinion about the work environment and how it motivates employees are presented in Table 4.6.

Table 4.6 Impact of Work Environment on Employees performance

QUESTION	SD	D	N	A	SA
Did the company treat employees well	1	1	2	8	8
Do you have good relationship with others staff and Management at the Company	1	0	0	6	6
Do you have job security at the company in you work.	7	6	3	8	6
Did the company provide you transport to and from the job daily or otherwise	0	0	0	0	0
Does the company observe health working condition to its employees	0	0	5	4	8
Are you getting health break (meal) at work	0	0	0	6	6

Source: Field Data, (2024)

Table 4.6 revealed that the respondents in SD (Strongly Disagreed) in all six question in the SD column were 9 (22.5%) indicating that small or a few employees were dissatisfied with treatment, security, relationship, working condition, transport and meal. The respondents in D (Disagreed) in all six questioning in D column were 7 (17.5%) indicating that low number of employees were not satisfied with treatment, security, relationship, working condition, transport and meal.

The respondents in N (Neutral) for all six questions were 10 (25%) indicating that average number of employees were in neutral situation with fairly satisfied with treatment, security, relationship, working condition, transport and meal.

The respondents in A (Agreed) for all six questions were 32 (80%) indicating that they were enough satisfied with treatment, security, relationship, working condition, transport and meal.

The respondents in SA (Strong Agree) in all six questions were 34 (85%) indicating that they were in best satisfaction with the existing treatment, security, relationship, working condition, transport and meal.

These findings revealed that employees' at HGLL had good treatment, good relationship with each other, job security, and transport to and from the job and health working condition and meal at work. These findings also show that employees at HGCL had a good and quality working condition. Similar remarks with regards to conducive working environment came from Head of Operation department who said;

“The organization have good working condition (environment). We offer transport to and from the office, we offer meals break to our employees, and we have a good office with air condition, good office Table and chair and computer for employees who work in the office. In general, the organization have good working condition.”

4.8 Discussion of the Findings

The study assessed the impact of motivation on employee performance in Industries Sectors, the case of Hill Group of Companies Limited (HGCL) based at Mapinga, Bagamoyo specifically with the objective of describing the extent of providing salary and wages on employee's performance, to examine how bonus and allowance can impact employee's performance, to assess the influence of staff training on

employees' performance, and to illustrate how environment affect employee performance.

The salary at HGCL is increasing basing on the management decision considering the performance of the organization in the business area. But the opinion of the employees revealed that they were motivated by the Salary and wages paid by the management of HGCL also the opinions of the employee were salary and wages should be paid basing on the performance of each department. The finding of the study also supported by varies study : such as Mabula, (2013) conducted a study on the impact of motivation on commitment of teachers for public secondary school in Dar es Salaam a case of Kinondoni District and the findings revealed that there are a great relationship between salary and wages and employees performance also the study conducted by Kahungya (2016) on the effects of motivation on employees performance, a case of Vice Presidents Office in Dar es Salaam the findings of the study revealed that there is a potential relationship that exists between salary and wages of employees and their performance in the organization, Odhiambo, (2020) on the study concerning the effects of employee motivation on organizational performance among past time lectures in selected private universities in Kisumu country, Kenya the study describe the influence of salary and wages on motivating employee performance.

The study findings revealed that bonus and allowance is among the factors that motivate employees' at HGCL to perform better in their activity and also helped them to achieve organization goals. Also, Mohammed (2013) studied the impact of

employees' motivation on job performance in Tanzania Banking Sector, A case of Tanzania Postal Bank. The study findings revealed that motivational packages to employees of TPB were the cause of their performance.

Also, Mbogo (2013) conducted the study on the impact of motivation on employee's performance in Public Sector in Tanzania in Ilala Municipality and found that there was positive relationship between motivation and employee performance were remunerations and incentives like bonus and allowances was identified as the most motivating factors. On the other hand, bonus and allowance at HGCL is decided by the management depending on the achievement of the Company in its business annually.

On the influence of training on employee's performance the study findings show that employees at HGCL are given on job and off jobs training quarterly or annually depending on various factors like technological change or capacity building. But many of the employees revealed that training motivated them to perform better on their activities and improved their performance. Also, the study revealed that training is very important aspects in improving staff / employees' performance in organization.

The employees agreed that, they received good treatment, security, health working condition and transport and meal as for as good relationship with company management. The study conducted by Salama (2022) on the impact of motivation on employee's performance at People Bank of Zanzibar Limited (PBZ) and the study

findings showed that among the factors for good performance of employees at (PBZ) is good working conditions hence working condition are among the factors which improve performance of employees in any organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter present the summary of the findings in relations to the results of the study and recommendations and suggests areas for further studies.

5.2 Summary of the Main Findings

This study aim was to assess the impact of motivation on employee performance in industries sector; A case of Hill Group of Company Limited. The study had four specific objective which were to describe the extent of salary and wages on employee's performance, examined how bonus and allowance can impact employee performance, Assessed the influence of training on employee performance and illustrated how work environment affects employee performance, the study discovered that;

First, the contributions of salary and wages on employee performance.

The salary at HGCL in increasing based on the decision of the management considering business operations and achievement on company activities. But the opinions of the employee revealed that, they are motivated by the salary paid by the organization and that salary motivate them to perform better in the organization. Although some of the opinion of the respondents revealed that salary and wages should be increased in annual basis.

Second, in the contribution of bonus and allowance in employee performance. The employees at HGCL are satisfied by bonus and allowance in the company and they

revealed that bonus and allowance paid by the company motivated them to performance better and achieve organization goals and objectives.

Third is the contribution of staff training on Organization performance. Employees revealed that training that they get helped them to perform better and thus the company policy on training had helped them on improving performance in their job and the company in general.

Lastly was working condition. Employee revealed that working condition at the company is good and they received good treatment from the company management, they have transport to and from the work and at least they have job security basing on their long-term contrast, also offices have good working facilities like internet, air-condition, good chairs and Table and other materials things.

5.3 Implications of the Findings

The study was done in order to fulfil the requirement of the degree of Master of MHRM, the study was bound by the specific time period required to take master's degree. The study finds contributed to the body of knowledge since it involved data collection through questionnaires. And the topic conducted was better for contribution in knowledge skills to the society. The study findings will be suitable and useful for Industries Sector and also will be useful for the government as reference for government decision on employee in private sector and special Industries Sector. Lastly HGCL should focus on various motivation issues to employee to proper and improve productivity and performance for competitiveness in Industry Sector in Tanzania

5.4 Conclusion

The study found that employees at HGCL are well motivated to perform their job, the management are given them training to adopt to new and emerging technology, they have good and reasonable salary the bonus and allowance are good plus well and conducive green environment for working. Also, the office had all working facilities this like internet, air condition, chairs Table and other material. So, the study can conclude that employees at HGCL have everything that can help them to be motivated and improve their performance and the performance of the organization as a whole.

5.5 Recommendations

Taking into considerations on study findings the researcher is recommending the following matters to the management of HGCL and the government.

- (i) The company should adapt a clear salary structure to its employees basing on their qualification.
- (ii) The company should have a clear organization structure and that structure should be clear on duties and responsibility of all employee
- (iii) Positions at the company should be distributed according to the qualifications of the employees.

5.6 Limitations of the Study

The study limitation was based on three factors which was time limit because the researcher had very short period of time to conduct the study, second was financial constraints because the study was conducted at HGCL headquarters and it Branch in

Bagamoyo so it was expensive to travel every day to collect enough data for the study, and third was the area was busy so it was not easy to get all employee at a time and some showed very minimum cooperation to the researcher.

Due to the above limitations, it takes long time for respondents to fill the distributed questionnaires and there are some questionnaires failed to be returned to the researcher until the time for analysis. To overcome that particular problem the research was making very close follow-up to the respondents which consumed a lot of time and also high amount of unplanned budget in order to succeed on finalizing the study.

5.7 Suggested Area for Further Studies

This section comprised with suggested area for research stakeholders like students and other academicians to conduct further research for the purpose of fulfilling the gaps and also verifying research findings. The study was conducted at Hill Group of Companies Limited, Mapinga, and Bagamoyo on the impact of motivation on employees' performance in industry sector. More research can be done on the same topic but in different organization in industries sector or any other organization in public or private sector in Bagamoyo in particular Tanzania in general. Furthermore, there is a need to conduct similar study in other industries found in Bagamoyo industries areas, this will help to check whether salary and wages bonus and allowance training and working condition is the continuing motivators and helps in performance of employees in different organization.

More study could be done on the following titles:

- i. The contribution of working environment on employee performance in Industries Sectors
- ii. The Impact of Training on employee performance in Industries Sectors
- iii. An assessment on the effect of salary and wages on improving employee performance in Industries Sector

These future studies maybe helpful in increasing performance and revealing some hidden problem, which might not be revealed by the study.

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APPENDICES

APPENDIX I: QUESTIONNAIRES FOR STAFF

Dear respondents, my name is **Abdul Nuru Kaijage**. I am pursuing **Master's Degree in Human Resource Management at Open University of Tanzania**. I am doing research on the Impact of Motivation on Employee Performance, a case study of Hill Group of Companies Limited, Mapinga Bagamoyo, Coastal Region the purpose of the study is to assess the impact of motivation on employee performance, you are kindly requested to give your responses for each question to the best of your knowledge. Your answer will be treated strictly, confidential and for academic purposes only

SECTION A : PERSONAL AND DEMOGRAPHIC QUESTIONS

1. Gender A. Male ☐ B. Female ☐
2. Age A. Below 20 ☐
 B. 21-30 ☐
 C. 31-40 ☐
 D. 41-50 ☐
 E. 51-Above ☐
3. Level of education
 A. From four ☐
 B. From six ☐
 C. Certificate ☐
 D. Diploma ☐
 E. Degree ☐
 F. Master ☐
 G. PhD ☐

4. Work Experience

A.1-5 Years

B.6-10 Years

C.11-15 Years

D.16- Above

SECTION: B SALARY, ALLOWANCES AND STAFF TRAINING

Please answer the questions or put a tick

Key: SD- Strong Disagrees, D-Disagree, N- Neutral, A. Agree, SA-Strong Agree

5. How your salary increases?

A. Annually

B. When decided by the management

C. Based on salary scheme

D. Other factor, please mention

6. Is your effort on work increase your salary?

A. Yes

B. No

7. When have you received an increase of your salary?

A. In this year

B. Within five years

C. More than five years

8. Do you think salary increase motivate you?

A. Yes

B. No

9. What is your opinion about salary at Hill Group of Companies Limited?

.....

.....

.....

.....

.....

10. Are you getting any bonus or allowance apart from your salary?

A. Yes ☐ B. No ☐

11. How often do get that bonus or allowances?

A. Regularly ☐

B. It depend on the workload in the section/department ☐

C. Any other time, please mention _____

12. Is the organization give training to its staff?

A. Yes ☐ B. No ☐

13. If no for the above question please explain why?

.....

14. If yes, when do you get it?

A. Every Month ☐

B. Quarterly ☐

C. Annually ☐

15. Do you think staff training help to motivate you to perform better?

A. Yes ☐ B. No ☐

16. Is work environment good for you to perform your job better?

.....

17. What is your opinion about work environment at the Organization?

.....

18. Please respond to the following opinions.

Question	SD	D	N	A	SA
Did the company treat employees well					
Do you have good relationship with other staff and Management at the company					
Do you have job security at the company in your work					
Does the company provide you with transport to and					

from work daily or otherwise					
Does the company observe healthy working condition to its employees					
Are you getting health break (Meal) at work					

SD= Strong Disagrees D= Disagree, N=Neutral A=Agree and SA =Strong Agree.

Thanks for your Participation and Cooperation

APPENDIX II

INTERVIEW GUIDE FOR HEAD OF DEPARMENTS / SECTIONS

1. Name of officer
.....
2. Job title.....
3. Number of years with the company
.....
4. Does your company have HR policy on Salary and Wages Payment?
.....
.....
.....
5. To what extent does salary and wages influence employee performance in yours company
.....
.....
.....
6. Does your company have other allowance and bonus for its employees a part from monthly salary?
.....
.....
7. Does your company provide its staff with other motivational services like staff training?
.....
.....
.....

8. Are there good and conducive working environment in your Organization?

.....

.....

.....

THANK YOU FOR YOUR COOPERATION

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT//PG201907916

16th August, 2024

Managing Director,
Hill Group of Companies Ltd,
P.O Box 253,
COAST.

Dear Director

RE: RESEARCH CLEARANCE FOR MR ABDUL NURU KAIJAGE REG NO: PG201907916

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

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Abdul Nuru Kaijage, Reg.No: PG201907916**), pursuing **Masters of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **"The Impact of**

Motivation on Employees' Performance in Tanzania Industries Sector: A Case of Hill Group of Industries Limited-Bagamoyo". He will collect his data at your office from 19th August 2024 to 30th October 2024.

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

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Gwahula Raphael Kimamala

For: **VICE CHANCELLOR**



Hill Industries Complex,
P.O Box 253,
Bagamoyo - COAST,
18th August, 2024.

Ref. No. Hill/RE/2024/03

Vice-Chancellor,
The Open University of Tanzania,
P.O. Box 23409,
DAR ES SALAAM.

RE: RESEARCH CLEARANCE FOR MR. ABDUL NURU KAIJAGE REG.NO.PG 2019

07916

We acknowledge receipt of your letter dated **16th August, 2024** with Reference No. **OUT/PG 2021907916** regarding the above mentioned subject.

The group has the pleasure to inform you that, your request has been accepted and permission has been granted for **Mr Abdul Nuru Kaijage** to collect data at our Group Industries and Offices as per your request. Please inform the student to report at our Group premises at Mapinga Hill Industries Complex when time reaches.

Yours Sincerely,

A handwritten signature in blue ink, appearing to read "Hillary Shoo".

Hillary Shoo

Group Managing Director
