

**EFFECT OF MOTIVATIONAL PACKAGES ON FIRE BRIGADE AND
RESCUE OFFICERS PERFORMANCE IN TANZANIA: A CASE OF
SINGIDA FIRE BRIGADE**

JUDITH ELIPHALETH KWEKA

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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2025

CERTIFICATION

The undersigned certifies that they have read and hereby recommend for acceptance by the Open University of Tanzania the research paper entitled: **“Effect of Motivational Packages on Fire Brigade and Rescue Officers' Performance in Tanzania: A Case of Singida Fire Brigade”**, in partial fulfilment of the requirements for the Degree of Master of Arts in Governance and Leadership of the Open University of Tanzania.

.....

Dr. Chacha Matoka
(Supervisor)

.....

Date

.....

Dr. Emmanuel Mallya
(Supervisor)

.....

Date

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.....

Signature

.....

Date

DEDICATION

I dedicate this dissertation to my Husband, Mr Shukran. O. Kinyagwe, my children
Winner Kweka, Benson Shukran and Greyson Shukran.

AKNOWLEDGEMENTS

I commence by expressing my profound thanks to God, whose guidance and blessings have served as a steadfast wellspring of strength throughout my dissertation.

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ABSTRACT

This study assessed the effect of motivation packages on fire fighter officers' performance in Singida Region. The study was guided by three specific objectives; to determine the effect of monetary incentives, training opportunities and good working conditions on fire fighter officers' performance. Positivist philosophy was employed in this study while quantitative research approach was used. Explanatory research design was the choice of this study. 94 firefighters were randomly sampled from a population of 123 firefighters. Structured questionnaires were employed as data collection tool. Descriptive statistics and multiple linear regression were used as tools of data analysis. This study found that all three independent variables namely monetary incentives, training opportunities and good working conditions were positive and significantly related to fire fighter officer's job performance. Based on the findings, this study recommends that Singida Fire Brigade should continue to invest in and possibly enhance its financial incentive packages. Secondly, Singida Fire Brigade continue to invest in and expand its training programs. Lastly, Singida fire brigade management should ensure that the fire stations are equipped with up-to-date firefighting equipment, including protective gear, communication tools, and vehicles.

Keywords: *Motivation Packages, Monetary Incentives, Training Opportunities, Good Working Conditions, Fire Fighter officers Job Performance*

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LIST OF ABBREVIATIONS AND ACRONYMS

AICC	Arusha International Conference Centre
EP	Employees Performance
FEMA	Federal Emergency Management Agency
MALG	Masters of Arts in Governance and Leadership
MFI	Micro Finance Institutions
MI	Money Incentives
OCB	Organizational Citizenship Behavior
PLS-SEM	Partial Least Squares Structural Equation Modeling
PPMC	Pearson Product Moment Correlation
SPSS	Statistical Package for the Social Sciences
TCAA	Tanzania Civil Aviation Authority
TR	Training Opportunities,
TRA	Tanzania Revenue Authority
UAE	United Arab Emirates
WC	Working Condition,

CHAPTER ONE

INTRODUCTION

1.1 Overview

This study used the Singida Fire Brigade as a case study to assess the impact of incentive packages on employee performance. Thus, this first chapter covers the historical background of the research, problem statement, general and specific aims, importance of the hypothesis, study scope, constraints, delimitations, and organizational structure.

1.2 Background of the Study

Employee motivation and the organization's skills both have an impact on organizational performance (Kalogiannidis, 2021). One of the biggest problems facing many public and private businesses is finding ways to inspire workers to improve output. Financial incentives are seen to improve performance in economics (Cala, Havránek, Havránková, Matousek, & Novak, 2022). Workers communicate their objectives and aspirations by their actions and the things they do in their jobs to meet their demands. The culmination of an employee's enthusiasm, commitment, and creativity at work is what motivates them (Joshua & Isaac, 2024). The importance of employee performance cannot be overstated. A better salary can help employees become more dedicated and loyal, which is the most important component of any organization. Employee satisfaction and performance depend on rewards (Ratri, & Wahjudono, 2021).

Frederick Taylor developed the Scientific Management theories in the early 20th century, with an emphasis on using financial incentives and work specialization to

Maximizing efficiency through scientific management approaches, such as those proposed by Taylor, was useful in some situations; however, these methods often failed to address workers' broader psychological needs. Recent analyses highlight that while these methods improved productivity, they often overlooked the social and emotional aspects of work, leading to employee dissatisfaction and reduced morale (Wren & Bedeian, 2009). The Hawthorne Studies, conducted in the late 1920s and early 1930s, highlighted the importance of social and psychological factors in influencing employee productivity (Roethlisberger & Dickson, 1939).

These findings gave rise to the Human Relations Movement, which emphasized morale, coworker relationships, and employee satisfaction as key drivers of performance (Mayo, 1933; Dickson & Roethlisberger, 1966). Furthermore, Abraham Maslow's theory, introduced in the mid-20th century, identified a hierarchy of human needs ranging from physiological necessities to self-actualization, proposing that individuals are motivated to fulfill these needs in a specific order (Maslow, 1943). Contemporary studies affirm the relevance of Maslow's hierarchy in modern contexts, including its application to understanding employee motivation and well-being during crises such as the COVID-19 pandemic (Shoib et al., 2022; Dar & Sakthivel, 2022).

Frederick Herzberg's study in the 1950s identified two categories of characteristics impacting employee motivation and satisfaction: motivators (such as responsibility and recognition) and hygiene factors (like wage and job security) (Herzberg, 1959). Recent studies affirm the relevance of Herzberg's Two-Factor Theory in

contemporary settings. For instance, a study in Omani hospitals found that factors such as health and safety, workload, salary, promotion, recognition, and organizational policies (hygiene factors) were linked to job dissatisfaction, while relationships with co-workers, leadership, and professional development opportunities (motivators) contributed to job satisfaction (Alrawahi et al., 2020).

Furthermore, the Expectancy Theory, developed by Victor Vroom in the 1960s, posits that individuals are motivated to act based on the expected outcomes of their efforts. This theory remains highly relevant in modern workplaces, where employee motivation is influenced by the perceived likelihood of performance leading to desired rewards (Vroom, 1964; Schunk et al., 2020). Modern theories of motivation, such as the Self-Determination Theory (SDT), emphasize the role of autonomy, competence, and relatedness in enhancing intrinsic motivation. When these needs are met, individuals are more likely to experience well-being and improved performance (Ryan & Deci, 2020). This historical and theoretical overview underscores the ongoing shift from purely extrinsic motivators to a more holistic view of employee motivation, combining both external rewards and internal psychological satisfaction.

Assessing motivational packages on employee performance within the context of a fire brigade, such as the Singida Fire Brigade, is crucial for several reasons. Fire brigades play a critical role in responding to emergencies and protecting communities from fires, accidents, and other disasters. Motivated firefighters are more likely to respond promptly to emergency calls, maintain high levels of readiness, and execute their duties effectively, ultimately leading to improved

emergency response times and enhanced community safety. Also, working in a fire brigade involves physically and mentally demanding tasks, including firefighting, rescue operations, and medical assistance. Motivational packages can help alleviate the stress and fatigue associated with these tasks by providing recognition, support, and incentives for maintaining high-performance levels.

Moreover, Fire brigades need to attract and retain talented individuals to maintain operational effectiveness. Motivational packages can serve as an essential tool for recruitment by offering competitive benefits, career development opportunities, and a supportive work environment. Similarly, they can help boost employee retention by recognizing and rewarding firefighters for their contributions, thus reducing turnover rates and preserving institutional knowledge and experience within the brigade. Additionally, the effectiveness of a fire brigade directly impacts public trust and confidence in the emergency response system. Motivated and high-performing firefighters contribute to a positive public perception of the brigade's capabilities, reliability, and professionalism. This, in turn, strengthens community support, enhances cooperation with other emergency services, and fosters a sense of security and resilience among residents.

Recent studies have highlighted a strong link between motivational packages and employee performance, demonstrating that both intrinsic and extrinsic motivations significantly impact how employees engage with their work and perform their duties. Research indicates that intrinsic factors, such as interesting work, job appreciation, and personal satisfaction, as well as extrinsic factors, like job security, good wages,

promotions, and recognition, all play crucial roles in enhancing employee engagement and performance. A study on public sector employees showed that both intrinsic and extrinsic motivations have strong positive effects on employee engagement, with extrinsic motivations having a slightly stronger impact (Iqbal, Razalli, & Taib, 2023). Nonetheless, the disparity is noteworthy due to the distinct obstacles associated with firefighting, including high-stress settings, physically taxing assignments, and the necessity of making quick decisions in life-threatening circumstances. Because of this, the variables affecting firefighters' motivation and performance may be different from those in other industries.

In Ghanaian organizations, it was found that a range of motivational packages, including salaries, recognition, training and development, effective communication, and bonuses, were used to boost employee performance. Among these, bonuses were perceived as the most influential and beneficial by employees. This study underscores the importance of a comprehensive approach to motivation, incorporating both financial and non-financial rewards to enhance performance (Korankye et al., 2023). However, while it is acknowledged that a range of motivational packages, such as salaries, recognition, training and development, effective communication, and bonuses, are commonly employed in Ghanaian organizations, there may be limited empirical evidence or systematic studies evaluating their effectiveness.

A study in the North Wollo zone highlighted those extrinsic rewards, such as salary increments, promotions, and job security, are pivotal in driving employee

engagement and performance. These extrinsic rewards not only improve job satisfaction but also encourage employees to commit more deeply to their roles (Aworemi et al., 2023). However, the study predominantly focuses on extrinsic rewards such as salary increments, promotions, and job security. However, there may be insufficient exploration or analysis of intrinsic motivational factors such as job satisfaction, meaningful work, autonomy, and opportunities for personal growth and development. This gap overlooks the potential impact of intrinsic motivators on employee engagement and performance, which could be equally or even more influential than extrinsic rewards in certain contexts.

The relationship between motivational strategies and employee performance is well-documented, with studies consistently showing that motivated employees are more productive and contribute to better organizational outcomes. For instance, a study on South African organizations identified that strategies like training, recognition, competitive salary packages, and job security significantly improve employee retention and reduce turnover, thereby boosting overall performance (Michael et al., 2023).

The Tanzanian government sees the employment relationship as one in which workers sell their labour to employers, who use it to generate profits for their stockholders. Through development programs and legislation, the government has worked to safeguard labour rights. Despite this, Tanzanian workers frequently encounter difficulties like unfriendly workplaces, poor compensation, and unstable employment, which lowers their productivity (Robinson & Wolfe 2000; Njunwa

2017). Employee motivation is critical because it allows workers to demand reasonable pay, decent working conditions, and participation in decision-making. Local government agencies and groups have different requirements. Organizations need to know what drives their workforce to solve these issues (Kapoor, 2021).

1.3 Statement of the Problem

According to Moorhead (2004), managers strive to motivate staff members to give their all. This means motivating individuals to work hard, consistently show up for work, and make a substantial contribution to the objectives of the company. But in addition to motivation, aptitude, surroundings, and skill all have an impact on how well a task is completed. To perform at a high level, a person requires a favorable work environment, the drive to do effectively, and the tools, resources, and knowledge they need to complete their tasks. Deficiencies in any one of these categories impair performance. Therefore, the manager must ensure that each of the three needs is met.

According to Josepahati's (2020) research, the most important incentive packages were those that included flexibility in job design, employment security, a pleasant working environment, and compensation and benefits. On the other hand, a negative value indicates that the model is reliable in evaluating each variable while holding the others constant. Nevertheless, it's possible that the study missed some synergies or interactions between various incentive packages. For instance, while job design flexibility may be deemed important, its efficacy may be amplified in conjunction with job stability or a supportive work environment. Ignoring these interaction

effects restricts our ability to comprehend how several packages work in concert to optimize performance results and employee motivation.

Fikirini (2022) also discovered that opportunities for further study are significantly and positively related to employees' performance, as is the working environment's relationship to employees' performance. Job design is also found to be significantly and positively related to employees' performance, as are financial incentives. A gap in the thorough examination of particular elements inside these packages may exist, even though the study may examine the general benefits of motivational packages on employee performance.

For example, the study might overlook the differential impact of various incentives such as salary increases, performance bonuses, training and development opportunities, recognition programs, or non-monetary rewards. There is not enough motivation among the Fire Brigade Singida employees. Mugera (2020) asserts that bad job performance is a result of employees' lack of motivation. For instance, a challenging work environment and subpar service performance are linked to low employee engagement at Fire Brigade Singida. Workers commute long distances to their places of employment. This is related to the low pay and unfavorable working conditions seen in most government offices, which make employees unhappy and increase presenteeism, absenteeism, and applications for transfer to different stations all of which lower morale and job performance. Thus, the objectives of this research are to assess the effect of incentive packages on the productivity of Fire Brigade Singida staff members and to supply information for future advancements.

1.4 General Research Objective

The general objective of this study is to assess the effect of motivational packages on employee performance: the case of Singida fire brigade.

1.5 Specific Objectives

- i. To assess the effect of money incentives on fire brigade officers' performance at Singida
- ii. To determine the effect of training opportunities on fire brigade officers' performance at Singida
- iii. To determine the effect of good working conditions on fire brigade officers' performance at Singida

1.6 Significance of the Study

The study of motivation and its relationship to job satisfaction had been the central focus of motivation theory. According to Armstrong (2006), motivation had explained why individuals had acted and pursued tasks in specific ways within the workplace. This research had aimed to translate theoretical motivational frameworks into real-world applications.

The Singida Fire Brigade had played a critical role in responding to emergencies and safeguarding the community from fires, accidents, and other disasters. Assessing the impact of motivational packages on employee performance had helped identify strategies that could have improved response times, operational efficiency, and overall effectiveness in managing emergencies. This, in turn, had enhanced public

safety and contributed to the well-being of residents in Singida and its surrounding areas.

The academic and research communities had gained valuable insights from the study, which had contributed to the broader body of literature on employee motivation, organizational behaviour, and performance management. Moreover, the findings had assisted donors in making strategic investments in initiatives that had yielded tangible improvements in employee motivation, operational efficiency, and community outcomes, thereby maximizing the impact of their contributions.

Furthermore, the study's findings had contributed to informed decision-making at the governmental level, facilitating the development of supportive policies, standards, and regulations that had promoted the well-being of firefighters, the efficiency of firefighting operations, and the resilience of communities. Lastly, the findings had guided decision-making processes related to resource allocation, policy development, and organizational culture, enabling management to enhance employee engagement, retention, and performance.

1.7 Scope of the Study

The scope of the study defines the boundaries, parameters, and focus of the research endeavor. It outlines what aspects of the topic were examined, which variables are included or excluded, and the specific objectives and research questions that guided the investigation. The scope sets the expectations for what was covered and helps ensure that the study remains manageable, feasible, and relevant to the research aims.

Based on the definition the scope of this study the study focuses on the Singida Fire Brigade, located within the Singida region of Tanzania. It does not extend to other fire brigades or emergency services outside of this jurisdiction.

The study centers on the Singida Fire Brigade as the primary organizational unit of analysis. It examines the motivational packages implemented within the brigade and their impact on employee performance. Also, the study covers a specific timeframe for data collection and analysis, such as the past five years. This period allows for an assessment of recent developments, changes, or initiatives related to motivational packages within the Singida Fire Brigade. Moreover, the study identifies and evaluates the various motivational packages offered to employees within the Singida Fire Brigade. This includes both extrinsic rewards (e.g., salary, bonuses) and intrinsic motivators (e.g., recognition, job satisfaction).

1.8 Organization of the Study

The study is divided into five chapters. The first chapter's introduction covered several topics, including a background section, a description of the problem, research aims, research questions, the study's relevance, its scope, its limitations, and its general organization. The conceptual framework, research gap, and theories that underpin the study are all examined in the second chapter, together with the substantial empirical literature written by previous researchers.

Chapter 3 covered the study's methodological requirements, which included population and sampling, research strategy, design, and philosophy; procedures for

data collection and analysis; ethical issues and their considerations; research findings; and data presentation and analysis. Chapter 4 covers the research findings, data presentation, analysis, and discussion. A summary of the results, a conclusion, and recommendations are covered in the fifth chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter covers the crucial definitions of research gap, theoretical review, empirical review, conceptual framework, theoretical framework, and study title.

2.2 Conceptual Definitions

2.2.1 Motivational Packages

Motivational packages refer to a comprehensive set of incentives, both financial and non-financial, designed to boost employee morale, enhance job satisfaction, and improve overall performance within an organization (Khan, 2023). However, Motivational packages are strategic tools employed by organizations to engage employees by aligning individual goals with organizational objectives, including rewards, recognition, professional development, and work-life balance initiatives (Singh & Sharma, 2022). Motivational packages can be defined as a structured program of incentives that includes monetary bonuses, career advancement opportunities, and supportive work environments, tailored to enhance employee satisfaction and performance (Brown & Lee, 2023). However, in this study, motivational packages refer to a comprehensive set of incentives and benefits, both financial and non-financial, designed to enhance employee motivation, satisfaction, and performance. These packages typically include elements such as salary bonuses, recognition programs, career development opportunities, flexible work arrangements, and other benefits aimed at aligning employee goals with organizational objectives.

2.2.2 Money Incentives

According to Milkovich and Newman (2020), a monetary incentive package is a type of compensation plan that aims to incentivize workers by providing them with extra financial benefits above their base pay. These benefits are typically linked to individual or group performance targets. However, according to Martocchio (2019), a monetary incentive package is when workers get incentives or extra compensation depending on how well they do as a team or individually, which promotes increased output and goal achievement. In this study, money incentives refer to financial rewards or bonuses provided to individuals as a motivation for achieving specific goals, objectives, or desired outcomes. These incentives are typically offered by employers or organizations to encourage employees to perform at higher levels, increase productivity, achieve targets, or exhibit desired behaviors.

2.2.3 Training Opportunities

Opportunities for training are Organizations can offer structured programs or activities, such as seminars, courses, or on-the-job training, to help people improve their knowledge, skills, and abilities (Noe, 2016). Employees can learn new skills and information through practical experiences and real-world activities through training opportunities that take place outside of the workplace (Kraiger, Salas, & Cannon-Bowers, 1995). In this study, training opportunities refer to programs, courses, workshops, or other learning experiences provided by organizations to employees to enhance their skills, knowledge, and competencies in specific areas relevant to their roles or career development. These opportunities are designed to

support professional growth, improve job performance, and contribute to the overall success of both the individual and the organization.

2.2.4 Working Environment

Kohun (1992) defined the working environment as all the factors including actions, forces, and other noteworthy elements that could potentially interfere with an employee's performance and day-to-day operations. Brenner (2004) claims that the configuration of the workplace to enable eight businesses to utilize it as a resource determines the ease with which information may be transmitted between them. Group knowledge can benefit workers, and businesses can increase their effectiveness as a result. Moreover, he said that an environment at work that puts employee happiness and unfettered idea exchange first is a more powerful way to motivate employees to reach higher levels of output. The physical, social, and cultural settings in which employees carry out their work tasks within an organization are referred to as the working environment in this study. It includes a wide range of elements that affect workers' general job satisfaction, productivity, and well-being.

2.2.5 Fire Brigade Employee Performance

Fire Brigade Employee Performance refers to the effectiveness, efficiency, and competency demonstrated by firefighters in carrying out their duties and responsibilities related to fire prevention, suppression, rescue operations, and emergency response (Bisset, 2015). However, Moore, and Chabinsky, (2011) define fire brigade employee performance refers to the ability of firefighters to adhere to

standard operating procedures, utilize firefighting equipment effectively, make sound decisions under pressure, and demonstrate professionalism in challenging and hazardous situations. In this study, fire brigade employee performance refers to the effectiveness, efficiency, and competency demonstrated by individuals employed within a fire brigade or firefighting organization in carrying out their assigned duties and responsibilities related to fire prevention, suppression, rescue operations, emergency response, and other firefighting tasks.

2.3 Theoretical Review

2.3.1 Maslow Hierarch of Needs

Abraham Maslow developed the most well-known and ancient theory of motivation in the 1940s and 1950s, which is known as Maslow's Hierarchy of Needs (1954). Maslow prioritized the importance of basic psychological requirements, which include food, water, shelter, and sleep, in order of importance. These requirements are ranked from safety (a reliable source of income, a place to live, health, and well-being) to esteem (respect for a person as a valuable, moral person) and self-actualization (a person's desire to advance).

The theory behind Maslow's Hierarchy of Needs is predicated on several important beliefs regarding human motivation and behaviour. The theory's underlying presumptions aid in explaining why human demands are hierarchical. First, Maslow postulated a five-level pyramid representing the hierarchy of human needs, with lower-order requirements at the base and higher-order needs at the summit. Before moving on to higher-level demands, people must first satiate lower-level needs.

Second, the theory assumes that people normally go sequentially up the hierarchy of demands. First, they provide for physiological needs (such as food, water, and shelter), then safety requirements (such as security and stability), then social needs (such as love and belonging), esteem needs (such as achievement and recognition), and lastly, self-actualization needs (such as personal development and fulfilment).

Third, Maslow divided the needs in his hierarchy into two categories: growth needs (self-actualization) and deficiency needs (physiological, safety, social, and esteem). While growth needs are founded on the desire for personal improvement and fulfilment, deficit wants are caused by a lack of something and drive people to make up for the deficiency. Fourth, the theory contends that behaviour is more influenced by lower-level demands than by higher-level needs. Higher-level requirements don't become motivators until the most basic needs are addressed. People are motivated to take care of their immediate needs before pursuing other goals.

Fifth, people's motives move toward higher-level wants as they go up the hierarchy of needs and satisfy lower-level needs. When necessities are satisfied, people are driven by the desire for personal development, self-actualization, and reaching their greatest potential.

Maslow hierarchy of needs theory can be linked with this study on assessing the effects of motivational packages on fire brigade employees' performance in several ways. Motivational packages can address physiological needs by ensuring that firefighters receive adequate compensation and benefits to meet their basic survival

needs. This includes providing competitive salaries, access to healthcare benefits, nutritious meals during shifts, and suitable living conditions for resident firefighters. By fulfilling these physiological needs, motivational packages contribute to the overall well-being and health of firefighters, enabling them to perform their duties effectively.

Also, Firefighters face inherent risks in their line of work, making safety needs a top priority. Motivational packages can address safety needs by providing comprehensive insurance coverage, access to safety equipment and protective gear, training on emergency procedures, and creating a supportive work environment that prioritizes occupational health and safety. By ensuring that firefighters feel safe and secure while on duty, motivational packages enhance their confidence, reduce stress levels, and improve overall job performance.

Firefighters often work in close-knit teams, emphasizing the importance of social needs in their work environment. Motivational packages can support social needs by fostering camaraderie, teamwork, and a sense of community among firefighters. This can be achieved through team-building activities, recognition programs that celebrate individual and collective achievements, and opportunities for social interaction both on and off duty. By promoting a supportive and inclusive social environment, motivational packages contribute to higher morale, job satisfaction, and teamwork among firefighters. Moreover, Esteem needs involve the desire for recognition, respect, and self-esteem. Motivational packages can address esteem needs by providing opportunities for career advancement, skill development, and recognition

of firefighters' contributions and achievements. This may include performance-based bonuses, awards for bravery or exemplary service, opportunities for leadership roles within the brigade, and acknowledgement of expertise and professionalism. By fulfilling esteem needs, motivational packages enhance firefighters' sense of self-worth, confidence, and motivation to excel in their roles.

Furthermore, the desire for personal development, fulfilment, and reaching one's greatest potential is reflected in Self-actualization requirements. Self-actualization can be aided by motivational packages that offer chances for growth in one's career, creativity, and fulfilling job experiences. This may involve offering access to training and educational programs, mentoring opportunities, involvement in community outreach and education initiatives, and avenues for creativity and problem-solving within the brigade. By nurturing self-actualization, motivational packages empower firefighters to pursue their passions, expand their skills, and make meaningful contributions to the brigade's mission.

Maslow's Hierarchy of Needs theory offers several advantages that can improve the comprehension and application of motivational tactics in the context of evaluating the impact of incentive packages on employee performance in the Singida Fire Brigade. These are a few of Maslow's theory's advantages. A thorough framework for comprehending the different levels of human wants, from fundamental physiological demands to higher-order needs connected to self-actualization, is provided by Maslow's Hierarchy of wants theory. The theory provides a comprehensive view of employee motivation by taking into account these many

levels, enabling companies such as the Singida Fire Brigade to customize motivational packages to target particular requirements at every level.

Also, the theory suggests a sequential progression through the hierarchy of needs, with individuals typically addressing lower-level needs before moving on to higher-level ones. This sequential nature helps organizations prioritize their efforts in designing motivational packages, ensuring that fundamental needs such as safety and belongingness are met before focusing on higher-level needs such as esteem and self-actualization.

Moreover, Maslow's theory allows for customization and flexibility in designing motivational packages to suit the unique needs and preferences of employees. Organizations like the Singida Fire Brigade can adapt motivational strategies based on factors such as job roles, demographics, and cultural backgrounds, ensuring that the packages resonate with employees and effectively enhance their performance.

In addition, Maslow's Hierarchy of Needs theory can serve as a diagnostic tool for identifying potential gaps or deficiencies in the current motivational practices within the Singida Fire Brigade. By assessing which needs are being met and which are not, organizations can refine their motivational strategies to better align with employees' needs and improve overall performance.

Maslow's Hierarchy of Needs theory offers insightful information about human motivation, but it also contains several flaws that could make it less useful for determining how motivational packages affect Singida Fire Brigade employees'

output. These are a few of Maslow's theory's shortcomings. The absence of empirical data to back up Maslow's theory's hierarchical structure and the way demands are progressively addressed in sequence is one of its primary objections. Research studies have not consistently found support for the strict hierarchy proposed by Maslow, raising questions about the validity and generalizability of the theory in real-world settings like the Singida Fire Brigade. Also, Maslow's theory may not adequately account for cultural variations and individual differences in the hierarchy of needs. Cultural values, societal norms, and personal preferences can influence the prioritization of needs and the significance attached to different levels of the hierarchy. This could limit the effectiveness of motivational packages designed based on Maslow's theory in diverse contexts like the Singida Fire Brigade, where employees may have varied cultural backgrounds and values.

Moreover, Maslow's theory presents the hierarchy of needs as a fixed and rigid structure, implying that individuals progress through the levels linearly. However, in reality, employees may experience fluctuations in their needs over time, with certain needs becoming more salient or pressing depending on situational factors, life events, or changes in their environment. This dynamic nature of needs may not be adequately captured by Maslow's theory.

2.4 Empirical Review

An empirical review, also known as an empirical study or empirical research, refers to a type of scientific investigation or inquiry that relies on empirical evidence obtained through systematic observation, experimentation, or data collection. Based

on this study, the particular objectives were reflected in the empirical review. Worldwide context review, African and Tanzanian context evaluations were conducted based on each of the specific objective's worldwide context reviews.

2.4.1 Assessment of the Effect of Money Incentive on Fire Brigade Singida Officers Performance

Money incentives, such as salary increases, bonuses, and performance-based pay, play a significant role in motivating employees and influencing their performance (Bloom et al., 2015). In the context of firefighting, where employees face high-stress situations and risk their lives to protect others, understanding the impact of monetary rewards on performance is crucial for optimizing organizational effectiveness and ensuring public safety.

Some studies suggest that money incentives can lead to improved performance among firefighters by enhancing motivation, increasing effort, and promoting goal attainment (Milkovich & Newman, 2020). Research findings on the relationship between financial incentives and firefighter motivation and satisfaction may vary. While some studies indicate a positive correlation between monetary rewards and job satisfaction (Lawler, 2018), others suggest that intrinsic factors such as job autonomy and meaningful work may have a stronger influence on firefighter motivation (Stajkovic & Luthans, 2018).

Abdelhay, Haider, Abdulrahim, and Marie (2023) conducted a thorough review study on how financial and psychological incentives affected the performance of

employees in the field of commercial banks in the United Arab Emirates. A quantitative technique was used in this investigation. Three approaches were used in the study: historical, descriptive analytical, and inductive. Data from United Arab Emirates commercial banks was gathered via the questionnaire. The following theories were investigated to meet the study's objectives: First hypothesis: Employee performance and monetary incentives have no discernible relationship. The second hypothesis states that there is no meaningful connection between worker performance and psychological incentives. The study produced several findings, one of which is that employee performance and psychological and financial incentives are significantly correlated. The commercial bank's employees' performance is unaffected by their qualifications.

Abdelhay et al.'s (2023) study is focused on commercial banks in the UAE, which may have different organizational cultures, economic conditions, and regulatory environments compared to Tanzania's Singida Fire Brigade. Also, the study's focus on commercial banks may introduce sector-specific bias. Motivational packages designed for financial institutions may differ significantly from those needed in emergency services like the fire brigade.

Fadillah and Ismail (2018) conducted a study on the effect of reward systems on work performance motivation as a mediator for public sector companies in the United Arab Emirates. This research has adopted a quantitative approach to assess the effect of the incentive system in the public sector in the United Arab Emirates on job performance.

The goal is to determine the mediating role of employees' motivation in two dimensions intrinsic and extrinsic on the relationship between the incentive systems monetary and tangible as well as non-monetary and intangible and employees' performance. The study methodology quantitatively analyzed the information from the structured questionnaire using a statistical technique. Upon completion of the qualitative investigation, the outcomes ought to be consistent with the consensus of the literature review's findings. The results of the data analysis showed a significant relationship between rewards and recognition, such as prizes, and enhanced work performance. This research study aims to determine whether financial and non-financial incentives motivate and inspire the majority of public employees in the aforementioned organization to perform better at work.

The study focuses on public sector organizations in the UAE, which may have different organizational structures, work cultures, and socio-economic conditions compared to Tanzania's Singida Fire Brigade. Also, the UAE and Tanzania have different cultural norms and values that influence employee motivation and perceptions of reward systems. These cultural differences can affect the transferability of the study's findings.

Daniel (2019) studied the impact of incentives on employees' productivity. The study assessed how incentives and worker productivity related in Nigerian businesses. To achieve these goals, a questionnaire was prepared for the objectives. The completed questionnaires were processed and analyzed using the Pearson Product Moment Correlation Coefficient. The study's findings demonstrated a favorable relationship

between incentives and output. Since an organization cannot run without the collaboration of its workers, one of the most essential ways to encourage staff members, in addition to financial incentives, is to involve them in the process of achieving organizational performance. According to the report, a department should be established to look at issues about incentives that could increase output.

Daniel's research provides insights into how various types of incentives (both financial and non-financial) impact employee productivity. This understanding is crucial for evaluating the effectiveness of similar incentives within the Singida Fire Brigade and adapting motivational packages to local contexts. However, incentive structures and their effectiveness observed in Nigerian firms may not directly translate to public sector organizations in Tanzania, where job roles, motivational drivers, and reward systems can vary.

Marwa (2022) evaluated the effects of financial reward systems on the performance of governmental employees, with a particular focus on the Tanzania Civil Aviation Authority. This descriptive quantitative study used a cross-sectional survey with TCAA as a case study. Out of the 106 respondents in the population, 51 were chosen at random. Descriptive statistics, such as averages, standard deviations, maximums, and minimums, were used to analyze the data. Using the Pearson coefficient correlation, the effects of profit sharing, incentives, commissions, and stock ownership on the dependent variable of employee performance were also investigated. The study found that whereas profit sharing, incentives, and stock ownership had a high positive and significant influence on employee performance,

the commission had a weak positive and significant impact. The research recommends that the government's HR policymakers attempt as a result. Those with the power to amend and implement incentive policies need to be aware of the best benchmarking practices. To create short-term strategies for attracting and retaining recruits, management should make use of commission, profit-sharing, and share options. Appropriate incentive schemes with both monetary and non-monetary rewards must be developed by management.

Both studies focus on public sector employees, which means they share common factors such as bureaucratic structures and public service motivations. Marwa's findings can provide a comparative perspective on how financial incentives influence performance in a similar public sector environment. However, the Tanzania Civil Aviation Authority and the Singida Fire Brigade operate in different public sector domains with distinct organizational structures, job functions, and performance metrics. What works in one organization might not directly apply to another due to these contextual differences.

Bakari (2023) used a case study of microfinance institutions (MFIs) in Arusha, Tanzania, to investigate employee performance and extraneous motivation. By using descriptive statistics and Pearson Coefficient Correlation to assess the data, it was possible to determine the significance of the impact of incentives, rewards, and compensation packages on workers' performance in the MFIs. According to the findings, the majority of respondents said that employee incentives had a big impact on MFI employees' performance.

Furthermore, the majority of participants believed that rewards improve performance. Similarly, most respondents believed that the compensation packages provided by MFIs have a significant impact on employees' performance. Additionally, there were positive and statistically significant relationships found between employee performance and pay schemes, incentives, and awards. According to the report, MFI management should enhance its extrinsic incentives which include salary packages, allowances, bonuses, commissions, prizes, and non-cash awards to encourage staff to perform. The nature of work in microfinance institutions (financial services) is significantly different from that in fire brigades (emergency response and public safety). Motivational strategies that work in an MFI setting may not directly translate to a fire brigade due to differences in job demands and employee roles.

2.4.2 Assessing Training Opportunity on Fire Brigade Singida Employee's Performance

Training opportunities play a crucial role in enhancing the knowledge, skills, and capabilities of firefighters, ultimately impacting their performance in emergency response situations (Ferguson & Berger, 2020). The Singida Fire Brigade, like other firefighting organizations, invests resources in training programs to ensure that firefighters are adequately prepared to handle various incidents and challenges they may encounter in the line of duty.

Research suggests that training interventions can lead to improvements in firefighter performance, situational awareness, decision-making, and overall operational effectiveness (Salas et al., 2015). Therefore, understanding the impact of training

opportunities on firefighter performance is essential for optimizing training strategies, resource allocation, and organizational outcomes within fire services.

A study by FEMA (2017) studied the pact of training opportunities for firefighters: enhancements in technical skills, knowledge of firefighting techniques, and equipment proficiency. FEMA (Federal Emergency Management Agency) is a U.S. government agency responsible for coordinating federal emergency management and providing resources and training for emergency responders, including firefighters. The study found that firefighters experience notable improvements in their technical skills. Training equips them with the necessary abilities to handle complex firefighting scenarios, leading to increased efficiency and effectiveness on the job. Also, Training provides firefighters with practical exercises and simulations, helping them refine their hands-on skills. This leads to better performance during real-life emergencies where technical precision is crucial.

FEMA's study highlights how training improves technical skills among firefighters. This is directly relevant to understanding how training as a motivational package can enhance the performance of firefighters at the Singida Fire Brigade. Also, FEMA's research provides a comprehensive approach to assessing training programs, which can serve as a framework for evaluating the effectiveness of training components within motivational packages in Singida. However, FEMA's study is based in the United States, where firefighting standards, practices, and organizational cultures may differ significantly from those in Tanzania. The specific training methods and outcomes observed in the U.S. might not directly translate to the Tanzanian context

due to differences in resources, infrastructure, and operational conditions. Also, the findings of FEMA's study are specific to U.S. fire departments and may not account for the unique challenges faced by fire brigades in Tanzania. Differences in the structure of training programs, types of equipment used, and organizational priorities could limit the applicability of the study's conclusions to the Singida Fire Brigade.

In 2021, Niati, Siregar, and Prayoga conducted a study in Romania to investigate the effect of training on job performance and career advancement. The study focused on the role of motivation as an intervening variable. A questionnaire is being used in this study to gather data. An online platform was used to disseminate the questionnaires (a Google form). The obtained data is processed using path analysis using Amos Software Version 23. The results showed how training and motivation can improve productivity at work. Improving training, motivation, and job performance can help people progress in their professions. It is advisable to improve work output, employee motivation, and the training program. We suggest expanding the population and parameters in further research to get better findings. The study provides a thorough examination of various motivational packages and their impact on employee performance, which can offer valuable insights into effective strategies for enhancing performance. However, findings from Romania may be specific to that country's labour market and organizational practices. Applying these findings to the Singida Fire Brigade may require adaptation to address local conditions and challenges.

Albloush et al. (2020) looked at the role that perceived training opportunities played as a moderator in the link between job performance and organizational civic

behaviour in Jordan. The PLS-SEM was used to test the theories. The validity and reliability of the measurement as well as the structural models were confirmed. The results showed that OCB had a positive effect on work output. Additionally, the results showed that PTO was partially moderating the relationship between OCB and Job Performance. The study's most valuable contribution is that it provides a roadmap for understanding the factors that have the biggest influence on job performance, which gives the Jordanian government and GAM vital new insights. The report recommends that, in light of the results, the GAM improve employees' OCB. PTO is enhanced as a result, which has a positive and notable impact on job performance.

The study highlights the role of perceived training opportunities as a mediator, which provides insights into how training influences the relationship between organizational behaviour and job performance. This is relevant for understanding how training can impact employee performance through motivational packages. However, the study was conducted in Jordan, and the findings may be specific to that context. Differences in cultural, economic, and organizational environments between Jordan and Tanzania could affect the applicability of the results to the Singida Fire Brigade.

Researchers Appal and Markom (2022) looked at how academic staff performance in Ghana's technical universities was affected by training and development. Data would be gathered utilizing a mixed technique that combined interviewing and questionnaires. The data would be analyzed using Nvivo and Smarts. The researchers

estimate that there will be a positive correlation between the dependent variable, employee performance, and the predictors, which include the TU academic staff's developmental needs, orientation training, and recruitment requirements. The moderator, or stakeholder support, is also expected by the researchers to positively correlate with the independent variables to influence the dependent variable or employee performance.

The study's focus on training and development is highly relevant to understanding how such factors can affect employee performance. This aligns with one component of motivational packages, which includes training opportunities. Insights from this study can be adapted to explore how training influences performance in the context of the Singida Fire Brigade. However, the study was conducted in Ghana's technical universities, and the findings may be specific to the educational sector and Ghanaian context. These differences may limit the direct applicability of the results to the Singida Fire Brigade, which operates in a different sector (public safety) and country (Tanzania).

Nnko, (2022) investigating the impact of human resource training on employee performance in Tanzania. Both a quantitative research approach and a descriptive correlation research design were employed in the study. The population of the study consisted of 170 employees of AICC. Out of the 119 respondents that were supposed to be included in the study's sample size, only 109 participated. The procedure of gathering data involved the use of structured questionnaires. The data were analyzed using descriptive statistics and regression analysis.

The majority of respondents to this poll felt that AICC personnel could perform in terms of interpersonal and communication abilities. According to this study, AICC staff members are competent in two areas of providing high-quality service: dressing appropriately and demonstrating empathy when assisting customers. Additionally, the majority of respondents to this survey stated that AICC staff members are not dependable or responsive while providing prompt customer service.

The results of this study indicate that employee performance is significantly impacted by training approaches. The results of this study indicate that employee performance is significantly impacted by human resource training policies. The present study finds that the enhancement of employee performance at AICC can be attributed to training policies, training resources, and human resource training methodologies. These findings support the hypothesis. According to this analysis, AICC should put training programs into place to raise employee productivity.

NNKO's (2022) study is relevant because it specifically examines employee performance within Tanzania. This geographical focus aligns with the context of the Singida Fire Brigade, making the findings directly applicable to similar settings in Tanzania. However, NNKO's (2022) study might concentrate solely on human resource training without considering other elements of motivational packages like financial incentives or work-life balance. This narrow focus might limit the comprehensiveness of the analysis for the Singida Fire Brigade, where a broader range of motivational factors could be relevant.

Petro (2022) analyzed the effect of training on employees' performance at Tanzanian mobile firms using Airtel Tanzania as an example. A quantitative method was chosen and a case study framework was used. Descriptive statistics and Pearson coefficient correlation were used in the data analysis process. Information is gathered by the use of questionnaires.

The target population was the total workforce, which was estimated to consist of 326 regular employees. Stratified random sampling was used to calculate the sample size. This study found that there was a significant moderately positive correlation between employee performance and on-the-job training, a significant moderately positive correlation between employee performance and off-the-job training, and a significant moderately positive correlation between employee performance and induction. It was suggested that Airtel Tanzania and other mobile carriers establish an annual training cycle that included all training modalities to provide them with a competitive advantage.

The focus on a telecommunications company like Airtel Tanzania provides detailed insights into how training impacts performance within a sector that might have different training needs compared to the public sector. Understanding these dynamics can offer valuable lessons on the effectiveness of training as a component of motivational packages. However, the focus on a telecommunications company may not fully capture the unique training needs and performance challenges of a public sector organization like the Singida Fire Brigade. Training programs and their effectiveness can vary significantly between sectors.

2.4.3 Assessing Good Working Conditions on Fire Brigade Singida Employee's Performance

Griffiths and Tziner (2020) conducted their study on the role of good working conditions in enhancing firefighter well-being, morale, and performance in Israel. Their research focuses on how various aspects of working conditions impact firefighters within the context of the Israeli firefighting services. Good working conditions, including factors such as a safe and supportive work environment, adequate resources, and positive organizational culture, are essential for promoting firefighter well-being, morale, and performance. Firefighters operate in high-stress and physically demanding environments, where the quality of working conditions can significantly impact their ability to effectively respond to emergencies and carry out their duties.

The study found that firefighters who work in safe and supportive environments experience higher levels of well-being and morale. Safety protocols, emotional support from supervisors and colleagues, and a culture of respect significantly contribute to positive outcomes. Access to adequate resources and up-to-date equipment was directly linked to improved job performance. Firefighters who had the necessary tools and resources were more effective in their duties and demonstrated higher levels of efficiency. A positive organizational culture, characterized by mutual respect, effective communication, and strong teamwork, was associated with higher morale among firefighters. A supportive culture fostered a sense of belonging and commitment to the organization.

Griffiths and Tziner (2020) offer a thorough examination of how various elements of working conditions, including safety, support, and resources, impact firefighter well-being and performance. This comprehensive approach can provide valuable insights into similar factors affecting employees in different contexts, including the Singida Fire Brigade. However, the study is based in Israel and may reflect specific cultural, organizational, and operational conditions that may not be directly applicable to Tanzania. The unique context of Israeli firefighting services may limit the generalizability of the findings to other regions.

Hansez Chmiel, (2020) studied the impact of positive working conditions on job satisfaction, engagement, and commitment among firefighters. This study was quantitative, a cross-sectional survey design was used. Mean, standard deviation, and frequency distributions to summarize data. Regression analysis to examine the relationship between working conditions and the dependent variables (job satisfaction, engagement, and commitment). Research suggests that positive working conditions contribute to higher levels of job satisfaction, engagement, and commitment among firefighters.

The study provides a thorough examination of how positive working conditions affect job satisfaction, engagement, and commitment among firefighters. This comprehensive focus is valuable for understanding the broader context of employee well-being and performance. However, Hansez and Chmiel (2020) primarily focus on positive working conditions rather than a comprehensive range of motivational packages, which might include both financial and non-financial incentives.

Studies found that good working conditions, characterized by safe facilities, proper equipment, and supportive leadership, contribute to enhanced firefighter safety and well-being (Clarke & Mahadi, 2021). A safe and healthy work environment reduces the risk of injuries, accidents, and occupational hazards, allowing firefighters to focus on their core responsibilities and perform more effectively during emergency operations. Also, literature findings indicate that positive working conditions are associated with higher levels of morale, job satisfaction, and organizational commitment among firefighters (Maslach et al., 2021). Factors such as clear communication, fair treatment, and opportunities for professional development contribute to a positive organizational climate and foster a sense of belonging and camaraderie among team members. Moreover, research highlights the role of good working conditions in mitigating stress, burnout, and psychological strain among firefighters (Parker & DeCotiis, 2019). Supportive leadership, access to resources, and adequate rest facilities can help buffer the negative effects of job-related stressors and promote resilience and psychological well-being among firefighters.

Efawati (2020) researched how leadership, workability, and working circumstances affect workers' output. The fashion sector in Bandung City employs 72 respondents through proportional stratified random selection. Multiple linear regression analysis is employed for the study of the data. This study demonstrates the strong correlation between workers' performance and their degree of workability. Additionally, there is a substantial correlation between employees' performance and leadership. Furthermore, the primary factor influencing how well employees perform is their leadership style.

The study provides practical recommendations that can be implemented by fire and rescue services to enhance employee performance, making it valuable for policymakers and administrators within this sector. However, as the study is focused on a single case (Singida Fire Brigade), the findings may not be easily generalizable to other fire brigades or rescue services in different regions or countries with varying contexts.

Apriyanti Sudiarditha and Saptono (2021) investigated, using work satisfaction as a mediating factor, the impact of work environment and incentive on employee performance (Study on Employees of Pt. International Chemical Industry). This is a quantitative study that makes use of SEM LISREL tools for multivariate analysis. 420 permanent employees make up the sample of respondents in this population withdrawal study conducted using census procedures. The findings of this research demonstrate that rewards have a positive and considerable impact on job satisfaction, as does the work environment. Job satisfaction is also positively and significantly impacted by rewards. The work environment has a positive and significant impact on employee performance, and job satisfaction variables have a positive and large impact on employee performance.

The study by Apriyanti et al. (2021) incorporates job satisfaction as a mediating variable, offering a more nuanced understanding of how the work environment and incentives influence employee performance. This approach recognizes the importance of employee sentiment, which can provide deeper insights into the mechanisms behind performance improvements. However, the study is conducted in

an industrial setting, which differs significantly from the public safety sector of fire brigade services. The nature of work, risk levels, and organizational goals differ, making direct comparisons challenging.

The environment and workers' performance: Empirical data from a Nigerian beverage company was the subject of research by Obamiro and Kumolu-Johnson (2019). In this study, the survey research design was used. A total of 132 completed questionnaires were considered valid for the investigation of the proposed hypotheses. To examine the association between the variables, Pearson Product Moment Correlation (PPMC) and Simple Regression Analysis were used. The work system has a considerable impact on employees' effectiveness, but the physical workplace setting correlates $r = 0.813$ with job satisfaction. The findings demonstrated a significant correlation between job satisfaction and the physical workspace in the Ado-Odo beverage company. Work system has a big impact on how effective employees are. The study suggests that management gives employee safety a higher priority by providing the amenities required to create a positive work environment.

Shava and Chinyamurindi (2021) investigated the impact of career adaptability and work resources on employee health using a sample of South African teachers. The study employed a quantitative research design using a survey data collection method. The data were analyzed using a hierarchical regression and a simple linear regression. Employee physical and mental health is predicted by work resources. Furthermore, among instructors, the association between work resources and

employee health is not moderated by career adaptability. The study emphasizes career adaptability and work resources, which are crucial for employee well-being and performance. Career adaptability involves how employees manage transitions and changes in their careers, which can be essential for maintaining health and productivity. However, the study is conducted within the education sector, which differs significantly from the emergency services sector. The nature of the work, stressors, and required skills differ, making direct comparisons challenging.

Mhina (2022) conducted research at the Tanzania Revenue Authority on how employees' performance was affected by their work environment. The research design employed was quantitative. The study employed a simple random sample technique to choose the participants for the research. Four hundred (363) people participated in this study, of which two hundred and fifteen (194) men and one hundred and eighty-five (166) women. To obtain data, structured questionnaires were employed. The physical, social, and organizational work environments are the independent variables in this study, and employee performance is the dependent variable. The data analysis for this study was conducted using linear regression and correlation, and the results show a positive and significant relationship between the two. The results also showed that employees' performance would be enhanced by the establishment of work-life balance, better rewards programs, yearly leave policies, improved workplace health and safety, and greater supervisor assistance.

Mhina's study is conducted within a Tanzanian organization, providing relevant contextual insights that are applicable within the same national context.

Understanding how work environment factors affect performance in the TRA can offer parallels that might apply to the public service sector, including fire brigades. However, the TRA is a government revenue collection agency, whereas the fire brigade is an emergency response organization. The nature of work, stress levels, and performance metrics differ significantly between these organizations, making direct comparisons challenging.

Myeya and Rupia (2022) conducted research at public secondary schools located in Bukombe District, Geita Region, Tanzania, to examine the impact of working circumstances on teachers' job performance. The study used a convergent parallel research design using a mixed research approach. The researcher selected a sample of 88 respondents using basic random and purposive selection procedures. The split-half approach was used to calculate the instrument's reliability, while methods of triangulation were used to assess the validity of qualitative instruments and content and face validity of numeric data. Using SPSS version 20, descriptive statistics were employed to analyze quantitative data. Thematic analysis was used to analyze the data qualitatively. The study found that a teacher's job performance is significantly influenced by their working conditions, which include their pay, the physical amenities of the school, and their workload.

The study is conducted within the Tanzanian educational sector, offering contextual insights that are directly relevant to understanding public sector work environments in Tanzania. However, the study focuses on the education sector, which has different demands, stressors, and performance indicators compared to emergency services.

The nature of work in teaching, which is more routine and predictable, contrasts sharply with the high-risk and unpredictable nature of fire brigade work.

2.5 Research Gap

The theoretical gap in assessing the effect of motivational packages on employee performance in the case of the Singida Fire Brigade could be the lack of consideration for the interaction between individual and organizational factors in shaping motivation and performance outcomes. Addressing this theoretical gap requires adopting a more holistic approach that considers the dynamic interplay between individual and organizational factors in shaping motivation and performance within the Singida Fire (Brigade Kiiza, 2020). This study assesses the interaction between motivational packages and individual-organizational dynamics influences employee engagement, satisfaction, and performance in firefighting contexts, thereby providing valuable insights for designing more effective motivational strategies tailored to the specific needs and characteristics of firefighters in Singida.

There is limited research that takes into account the specific contextual factors relevant to the Singida Fire Brigade, such as the geographical location, demographic characteristics of the workforce, organizational culture, and the nature of firefighting operations in Singida. Understanding how these contextual factors interact with motivational packages to influence performance is essential for developing contextually relevant interventions. Many studies examining the relationship between motivational packages and employee performance may rely on cross-sectional designs, which provide a snapshot of data at a single point in time (Ogbonnaya,

Daniels, Messersmith, & Rofcanin, 2023). While cross-sectional studies can offer valuable insights, they may not capture the dynamic and evolving nature of motivation and performance over time within the Singida Fire Brigade. This study employed an explanatory research design.

2.6 Conceptual Framework

Rather than taking an institutional or organizational approach to workers, Fire Brigade Singida bases its conceptual framework for assessing employee motivation on the self-regulatory perspectives of workers. It is possible to achieve organizational and personal goals through the separate process of employee motivation. This suggests that institutional goals are inextricably tied to personal aspirations and that motivating factors impact staff performance (Sara et al., 2017).

Motivating packages are beneficial to workers in any firm and foster a sense of excitement for assigned tasks. This calls for cooperative work methods and initiatives. Conversely, collaborative coordination must be connected to the current benefit plans that each employee's workplace offers. A suitable working environment, working facilities, training and seminars, financial incentives, fringe benefits, flexible job designs, and a good working environment are a few of the motivational factors that when considered by any organization, can result in an employee performing better in a certain role.

Njunwa (2017) demonstrated the effect of motivational variables on worker performance, thereby underscoring their significance in Tanzanian municipal and

rural administration. Moreover, Badubi (2017) said that subpar performance is the outcome of low motivation. This study aims to assess the incentive packages offered by Fire Brigade Singida and ascertain how these packages affect workers' productivity in the relevant establishments. Figure 2.1 illustrates how working methods that satisfy employees' needs and make them logically happy are to blame for this.

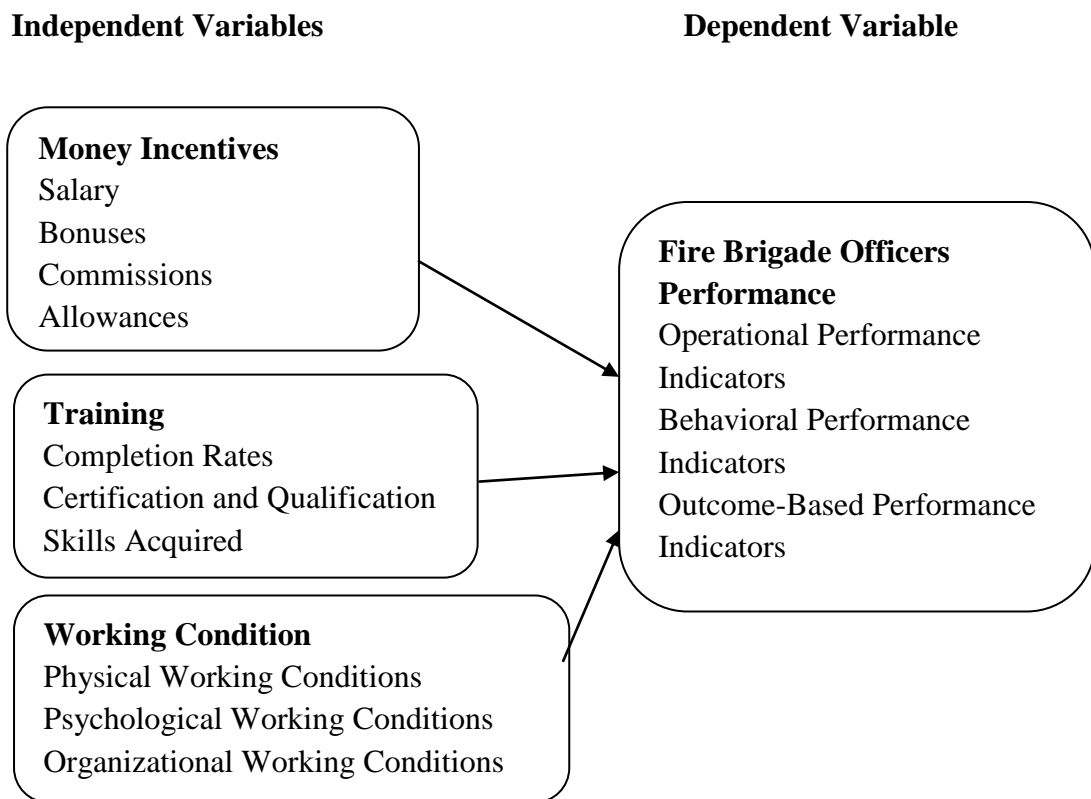


Figure 2.1: Conceptual Framework

Source: Data Analysis, 2024

2.7 Theoretical Framework

To increase productivity and inspire any business to perform better, motivation is an essential component. In this study, a variety of motivational theories based on

process and content motivation were applied. These ideas, which are grounded in philosophy, highlight important aspects of employee and employer motivation in both private and governmental companies. These theories are an essential basis for any organization that aspires to excellence, even though they have been criticized for not being able to support their claims (Herzberg, 1968; Robbins, 2005; Kalim, 2010). Therefore, I'm optimistic that by using these ideas, we were able to assess the work output of Fire Brigade Singida personnel and create practical plans for inspiring staff members and directing their conduct in the direction of organizational growth.

The following are the study Hypotheses:

H₁: Money incentives are positively related to employee's performance

H₂: Opportunities for further training are positively related to employee's performance

H₃: Working condition is positively related to employee's performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter covers the research methodology, population sample, research design, research philosophy, research approach, data collection methods, data processing and analysis plans, research schedule, and overall budget of the project.

3.2 Research Philosophy

Research philosophy refers to the system of beliefs and assumptions about the development of knowledge. It encompasses ontological and epistemological considerations that shape how researchers perceive the world and approach their research (Creswell (2014). There are several research philosophies, pragmatism, interpretivism and positivism. This study employed positivist philosophy.

Adopting the positivism philosophy for assessing the effect of motivational packages on employee performance in the case of the Singida Fire Brigade can provide several reasons. In assessing employee performance, objective metrics such as response times, incident resolution rates, and attendance records can be collected and analyzed, providing clear and unbiased insights into performance levels (Kumar, Galar, Parida, Stenström, & Berges, 2013).

Secondly, utilizing structured surveys, standardized tests, and statistical analysis allows for systematic investigation into the impact of motivational packages, ensuring the research findings are robust and credible (Lillis, & Mundy, 2005). Also,

by using large sample sizes and representative sampling techniques, the results of the study on the Singida Fire Brigade can potentially be applied to other fire brigades or similar organizations, enhancing the external validity of the research.

3.3 Research Approach

A research approach is a strategy and process for conducting research that includes anything from general hypotheses to specific techniques for gathering, analyzing, and interpreting data. It involves the nexus of particular research methods, inquiry tactics, and philosophical presumptions (Creswell, 2014). There are various research methodologies, including mixed, qualitative, and quantitative. This investigation used a quantitative research design.

In various study circumstances, such as evaluating the impact of incentive packages on staff performance, as in the instance of the Singida Fire Brigade, using a quantitative research approach can be especially helpful. These are some compelling arguments for using quantitative research. Numerical data and statistical analysis are the foundation of quantitative research, enabling the objective measurement of variables (Harrison, 2020). Performance measures that may be measured and objectively examined in the context of the Singida Fire Brigade include absenteeism rates, reaction times, and the number of events handled.

Also, quantitative methods enable the use of statistical tools to analyze data, identify patterns, test hypotheses, and determine relationships between variables (Nardi, 2018). By applying statistical techniques, researchers can analyze the relationship

between different motivational packages (e.g., salary increases, bonuses) and various performance indicators, providing empirical evidence of their effectiveness. Moreover, Quantitative research is well-suited for testing hypotheses and establishing causality between variables. Researchers can formulate specific hypotheses about the impact of different motivational packages on employee performance and use quantitative data to test these hypotheses (Muijs, 2010).

3.4 Research Design

Research design is a comprehensive plan that outlines how a research study is to be conducted. It serves as a blueprint for collecting, measuring, and analyzing data (Abutabenjeh, & Jaradat, 2018). There are several research designs. Exploratory, explanatory, longitudinal, cross-sectional and descriptive. In this study, an explanatory research design was used. The purpose of explanatory research design, often referred to as causal research design, is to comprehend the cause-and-effect dynamics within a certain phenomenon and to explain the correlations between variables (Sreejesh, et al., 2014). This kind of study aims to understand the underlying mechanisms and causal relationships to determine why and how specific occurrences occur.

Using an explanatory research design for assessing the effects of motivational packages on employees' performance in the Singida Fire Brigade in Tanzania offers several compelling reasons. This approach allows researchers to determine whether motivational packages directly influence employee performance, providing insights into the effectiveness of these interventions. Also, an explanatory research design

enables researchers to delve into the complex interplay of these factors and understand how motivational packages interact with other variables to impact performance (Putra, & Kudri, 2024). Moreover, explanatory research findings can contribute to evidence-based policymaking by providing insights into the effectiveness of motivational packages in improving performance within public organizations like fire brigades (Dan, Roşca, & Mateizer, 2020).

3.5 Study Area

The study focused on the fire and rescue services in the Singida region. It was selected primarily for two reasons: first, Fire brigades play a critical role in ensuring public safety and emergency response services. Also, assessing the performance of firefighters and emergency responders is crucial for maintaining effective emergency services within communities. Moreover, studying this specific context allows for a nuanced understanding of how motivational packages impact performance within the constraints and opportunities of the Singida region. Further, there has been no such research conducted on the Singida fire brigade firefighters' performance. Therefore, this study helps to explain the current motivational packages and eventually how to improve them

3.6 Study Population

The target population, as defined by Mugenda (2003), is the total number of people to whom the researcher hopes to generalize the findings of his or her investigation. There are 123 firefighters in the Singida (Fire and Rescuer Force Annual Report

2020–2021). They are homogeneous because all are fighters no matter different departments and activities.

3.7 Sample and Sampling Techniques

3.7.1 Sample Size

According to Kothari (2017), a sample is a grouping of some segments of the population that serves as the foundation for a decision. It should be both large enough to be a true representation of the population from which it was picked and small enough for data collection to be easy. The sample size for this study, which is 94, was determined using the Yamane (1967) formula. The total population of employees of the fire brigade in the Singida region is 123 and 0.95 significant levels (e). With a 0.05 error margin. Since the population was homogenous then applies to the sample size.

Therefore;

$$N = N / (1 + N \cdot (e^2))$$

$$N = 123 / (1 + (123 \cdot (0.05)^2)) = 94$$

3.7.2 Sampling Techniques

A sampling technique is a method used to select a subset of individuals or units from a larger population to conduct a research study (Levy, & Lemeshow, 2013). There are several probability sampling techniques. Stratified, systematic and random. However, this study employed random sampling techniques. The reason all samples are homogenous, they are all firefighters. Random sampling ensures that every member of the Singida Fire Brigade has an equal chance of being included in the

study. Also, random sampling reduces the risk of bias in selecting participants, as it eliminates the potential for subjective judgment or deliberate selection of specific individuals (Alvi, 2016).

3.8 Data Collection Methods

Only structured questionnaires were used in this investigation. Variable measures from the literature were adapted to produce the questionnaire's questions (figure 2.1). Consequently, each variable measurement in the questionnaire included a single question. According to the conceptual framework previously described, the questionnaire consisted of four questions for each variable. The researcher gave the surveys to the firefighters at Singida directly to make sure the right information was collected from the right people.

3.8.1 Data Collection Procedure

Carefully distributing the questionnaire to the chosen respondents, the researcher hopes to guarantee a high response rate and adequate representation of the participating institutions. Initially, the researcher had a formal introduction and asked for cooperation from all department heads at a meeting with them. The available staff were presented with the research, and where necessary, they were met to explain the purpose of the study visit and to cautiously discuss some of the topics, in brief, to avoid skewing the results. Those who chose to fill out the questionnaire on their own received it later, and it was collected in a few weeks. After this activity, there should be about a 95% return rate for the questionnaires and general cooperation from oral responders.

3.9 Variables and Measurement Procedures

A variable is anything subject to change. It is possible to have both independent and dependent variables. An independent variable in an experimental study is thought to be the cause (Campbell, 2014). In this study, independent criteria such as monetary incentives, good working environment and opportunities for further education, while a dependent variable is the fire fighter's performance (Campbell, 2014). In this study, motivation packages were the independent variable and job performance was the dependent variable. The purpose of the study's research questions was to determine the degree to which independent variables such as incentive packages and motivating factors can affect dependent variables, including worker performance. As indicated in the table, correlations, linear regressions, inferential tests, and descriptive tests were all used to determine the relationship between the independent and dependent variables.

According to Kumar (2011), the most crucial component of any inquiry is measuring. Measurement variables in quantitative research are divided into four categories: ratio scales with decimal points, interval scales with no decimals or points within the given range and nominal measures with no order. All of these variables have their validity examined using SPSS. Additionally, the Likert Scale's measurement units were ordinal scales (1=Strongly Agree, 2=Somewhat Agree). 3=Agree, 4=Disagree, and 5=strongly Disagree; OR, use 1=Very high, 2=High, 3=Low, 4=Somewhat Low, and 5=Very Low to gauge your performance level.

Table 3.1: Data Analysis Tools

Research Objective	Independent Variables	Dependent Variable	Descriptive Tools	Inferential Tools
To assess the effect of monetary incentives on fire Brigade Singida employees' performance	Motivation factors.	Job performance .	Mean, frequencies, percentages	Correlation coefficient, Simple multiple linear regression, ANOVA
To determine the effect of further studies opportunity on Fire brigade Singida employee's performance	Motivation packages	Job performance.	Mean, frequencies, percentages.	Correlation coefficient, Simple multiple linear regression, ANOVA
To determine the effect of good working conditions on fire Brigade Singida employee's performance	Motivation packages	Job performance.	Mean, frequencies, percentages.	Correlation coefficient, Simple multiple linear regression, ANOVA

Source: Data Analysis, 2024

3.10 Data cleaning and Processing

3.10.1 Pilot Study Results

To determine how familiar the respondents were conversant with the scales, pilot research was carried. Ten police officers from police HQ were chosen to take part in the pilot project. However, they won't be applied to the actual study. Each person received a questionnaire to complete (In, 2017). Following that, each completed survey was examined and confirmed. Data was entered into SPSS and run to validate preliminary findings. Results showed that that the tool is suitable for this study. The scales were verified.

3.10.2 Error Check

Every piece of information that survey respondents supplied was verified for accuracy. To ensure that all of the data was appropriately captured, a second, more educated person double-checked the accuracy of the data set and the questionnaires. Any errors discovered were fixed. To identify items that are outside of the scale response range, more descriptive statistical error checking conducted when necessary, amputation were carried out (Madi, & Al-Khalifa, 2018).

3.10.3 Missing Data

Missing data is a common issue in research that can significantly affect the validity and reliability of study results. It occurs when no data value is stored for a variable in an observation. Understanding the causes, types, and handling methods of missing data is crucial for researchers to draw accurate conclusions from their studies (Little, & Rubin, 2019). The missing data were located using the SPSS Missing Value Analysis (MVA). Excel was used to finish the imputation since the scales of the independent and dependent variables should both be less than 5%; if they are higher, this suggests random missing data.

3.11 Data Analysis

This inquiry employed the quantitative approach and data analysis methodology. Using SPSS Software Version 25, statistical procedures, frequency distributions, percentages, and charts were used in this study. Multiple linear regression analysis, Pearson Correlation Coefficient, and descriptive statistics were employed. The display and analysis of the quantitative data were done using the frequency tables.

3.11.1 Assumptions of the Model Used in Analysis

The project's data analysis included multiple linear regression to forecast several variables for Fire Brigade Singida's incentive packages. According to Constantine (2015), linear regression analysis broadens the scope of regression analysis by examining many variables and expressing the relationship between the dependent and independent variables. The statistical technique of linear regression explains a substantial number of explanatory elements. The goal of linear regression is to determine how accurate the linear relationship is between the independent and dependent variables in the model.

According to Kenton (2019), it is also reasonable to assume that there is little to no multicollinearity in the data and that the dependent and independent variables have a linear relationship. Moreover, minimal to negligible autocorrelation is necessary. It also implies homoskedasticity in multiple linear regression analysis. Employee work performance is the dependent variable in this study, while Fire Brigade Singida's incentive packages are the independent variable. The main goal is to analyze the impact of the current incentive packages on worker performance and available facilities at Fire Brigade Singida to utilize SPSS to forecast appropriate actions based on the results. The following formula is used to obtain the assumptions for the study's model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + X_3 \beta_3 + e$$

Where;

Y = dependent variable representing job performance

X₁, X₂, X₃X_n these represent independent variables where

X_1 = financial incentives, X_2 = opportunity for training, X_3 = good working conditions, n = the quantity of incentive packages offered

β_0 = Is the constant value of the independent variable. β_1 , β_2 and β_3 are the independent variable regression coefficients for X about Y .

e = The letter e stands for the residual error term in a statistical model. By differentiating between the observed result and the theoretical value of the model, it attains statistical perfection. In 2019, Kenton, Kenton, Kenton, Kenton, Kent. A plan for data analysis is dis

3.11.2 Testing Assumptions of MLR Model

One dependent variable and two or more independent variables are used in a multiple regression model. The equation provided in section 3.3.1 is used to estimate this statistical technique, which concurrently generates a mathematical link between two or more independent variables. Minimum autocorrelation, little to no multicollinearity in the data, and linear dependent and independent variables are its cornerstones. The study used statistical tests, such as the F-test and the coefficient of multiple determinations (R^2), to evaluate the assumptions of the MLR model. The R^2 statistic is used to evaluate the strength of an association. To ascertain if the data satisfies the linearity assumption, the dependent and independent variables can be related. It also demonstrates the accuracy of the model's specification.

In multiple regression, the F-test is used to assess the significance of partial regression coefficients by comparing linear model fits across numerous models at once. An increase in F-statistics in multiple regressions is caused by the rise in the

explained sum of squares that occurs when an independent variable is added to the regression equation after all other independent variables have been taken into account. The F-test is used to determine whether the population size being used has a normal distribution. Since the residual error has a consistent distribution, it should lie between zero and one. Gujarat (2004) states that statistical tests are essential for confirming the model's validity before using it in any research that decides to use multiple linear regressions. As per his assertion, R^2 and r^2_{all} lie between 0 and 1, signifying that a single fitted regression line can account for 100% of the variance in the dependent variable, while 0 signifies that the model is unable to explain any variation in either the independent or dependent variables.

3.12 Validity

Reliability is the instrument's capacity to yield consistent results, whereas validity is the criterion by which a tool measures what it is intended to measure and reflects the truth (Kothari and Garg, 2014). After making any necessary changes to the questionnaires and sending them to the supervisor for review, content validity was ensured. Ten immigrant respondents were used in a pilot study, but they were not included in the main research; the results of the pilot study were comparable in that all of the items were internally consistent.

3.13 Reliability

There was one dependent variable and three independent variables in this study. The variables were evaluated for internal consistency using Cronbach's Alpha before being given to the subjects. The scale test findings to evaluate the multi-item scales'

internal consistency reliability are displayed in Table 3.1. While money incentives six items showed a Cronbach's Alpha of .877 indicating good and acceptable, employee safety training with five items had a Cronbach's Alpha of .862 for good and acceptable. The internal consistency of performance of Mbozi Coffee Curing Factory with 4 items was .958, which indicated very excellent and acceptable; on the other hand, the Cronbach's Alpha regarding awareness of occupational safety policies with 6 items was .658, which was moderate and acceptable.

Table 3.2: Individual Item Reliability Scale Results

S/N	Variable	Number of Items	Cronbach's Alpha	Strength of Association
1	MI	6	.862	Good and acceptable
2	TR	5	.877	Good and acceptable
3	WC	5	.658	Moderate and acceptable
4	EP	7	.958	Very good and acceptable

Note: WC= Working Condition, MI = Money Incentives, TR = Training

Opportunities, EP = Employees Performance

Source: Data Analysis, 2024

3.14 Ethical Consideration

Rani and Sharma (2012) raised some excellent ethical concerns. First and foremost, participant duty everyone who participates in the study, whether directly or indirectly, is considered a participant. The researcher is required to protect four different categories of rights: the right to confidentiality, the right to privacy, the right to anonymity, and the right to avoid injury, treachery, or deceit. The following considerations must be made while considering participant rights. (a) Every person involved in the study process should be treated with respect by the researcher. Unless

the task requires it, no one should be discriminated against based on age, caste, colour, religion, race, political beliefs, or manner of life. It also suggests that permission is freely offered and informed. The cornerstone of the informed consent principle is that human research volunteers ought to be fully informed about the nature and goal of the study before choosing to participate or not." Participants must be made aware of the work ahead of time for them to offer their informed permission. Additionally, people must understand the benefits, the reasons behind their necessity to engage, and how it affects them.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1 Chapter Overview

The results of a study on the impact of motivational packages on workers' performance in Tanzania as demonstrated by the Singida fire brigade—are presented in this chapter. 94 respondents completed and submitted the questionnaires that were given to them for this study. There was a 100% response rate. The results are further divided into the following subsections: financial incentives, opportunities for additional research, the impact of favorable working conditions, descriptive statistics for sample characteristics, and, lastly, fire brigade commanders' performance in Singida. The following will be the interpretation scale in cases where data is presented using mean scores and standard deviations: highly disagree: 1.00–1.79, disagree: 1.80–2.59, undecided: 2.60–3.39, agree: 3.40–4.19, and highly agree: 4.20–5.00. The regression analysis and regression assumptions come next. The findings are discussed in the final section.

4.2 Sample Description of the Respondents

In this section age, gender, educational level and experience of fire officers are presented. Demographic factors like age, gender, education level, and years of service can influence what motivates employees. For instance, younger employees might value career development opportunities, while older employees might prioritize job security or retirement benefits. In addition, by analyzing demographic data, the researcher was able to tailor motivational packages to meet the specific needs and preferences of different groups within the workforce. This can enhance the

effectiveness of the motivational strategies. Last, demographic analysis helps identify trends and patterns in how different groups respond to motivational packages. For example, certain incentives might be more effective for employees with higher educational backgrounds.

4.2.1 Age Characteristics of the Respondents

Table 4.1 presents the age distribution of 94 respondents in a study, categorized into five age groups. The largest proportion of respondents (43.6%) falls within the 36-45 age range, indicating that this age group forms the core of the workforce. These employees likely have significant experience and are in key positions within the organization. The 46-55 age group also has a substantial representation (26.6%), suggesting a healthy presence of experienced employees who may hold senior positions. The 18-25 and 26-35 age groups together make up 21.3% of the respondents.

This lower representation could indicate potential challenges in attracting or retaining younger talent, or it may reflect the nature of the job, which could require more experienced individuals. Given the distribution, motivational packages might need to be tailored more towards the needs of middle-aged and older employees, who form the majority. However, it's also essential to consider the younger employees to ensure their long-term engagement and development within the organization.

Table 4.1: Age Characteristics of the Respondents

		Frequency	Per cent
Valid	18-25	4	4.3
	26-35	16	17.0
	36-45	41	43.6
	46-55	25	26.6
	56 and above	8	8.5
	Total	94	100.0

Source: Field Data, 2024

4.2.2 Gender Characteristics of the Respondents

Table 4.2 presents the gender distribution of 94 respondents in a study. The gender distribution is relatively balanced, with males making up 56.4% and females comprising 43.6% of the respondents. This indicates a fairly equitable representation of both genders in the workforce. The relatively balanced gender ratio suggests that policies, including motivational packages, should be designed to be inclusive and sensitive to the needs of both male and female employees. This balance also allows for the possibility of exploring gender differences in how motivational strategies impact performance. In summary, the gender characteristics of the respondents show a reasonably balanced workforce, emphasizing the importance of gender inclusivity in developing and implementing motivational strategies.

Table 4.2: Gender Characteristics of the Respondents

		Frequency	Per cent
Valid	male	53	56.4
	female	41	43.6
	Total	94	100.0

Source: Field Data, 2024

4.2.3 Education Level Characteristics of the Respondents

Table 4.3 presents the educational qualifications of 94 respondents in a study. The data shows that the majority of the respondents have higher education qualifications, with 46.8% holding a degree and an additional 5.3% holding a master's degree. This suggests that the workforce is generally well-educated, which could positively influence performance and adaptability to complex tasks. The presence of respondents with certificates (19.1%) and diplomas (28.7%) indicates a diverse range of educational backgrounds. This diversity might reflect different levels of technical skills and practical knowledge, which could be advantageous in various roles within the organization.

Given that nearly half of the respondents hold degrees, there may be opportunities for further professional development, especially for those with certificates and diplomas. Motivational packages that include opportunities for further education and training might be particularly appealing to these groups. The educational diversity suggests that motivational strategies should consider the varying levels of education. For example, employees with higher education might value intellectual challenges and opportunities for career advancement, while those with less formal education might appreciate practical training and skills development. Generally, the educational characteristics of the respondents reveal a well-educated and diverse workforce, which provides a strong foundation for implementing tailored motivational strategies that address the varying educational levels and professional aspirations of the employees.

Table 4.3: Education Characteristics of the Respondents

		Frequency	Per cent
Valid	Certificate	18	19.1
	Diploma	27	28.7
	Degree	44	46.8
	master	5	5.3
	Total	94	100.0

Source: Field Data, 2024

4.2.4 Experience with Fire Brigade and Rescue

Table 4.4 presents the distribution of 94 respondents based on their years of experience working with the Fire Brigade and Rescue services. The majority of respondents (31.9% with 11-15 years, and 28.7% with 6-10 years) have considerable experience, indicating a well-established and knowledgeable workforce. This level of experience suggests that most employees are likely familiar with the demands and challenges of their roles. The data shows a wide range of experience levels, from relatively new employees (1-5 years) to highly experienced veterans (over 20 years). This diversity in experience can contribute to a dynamic working environment where less experienced employees can learn from more seasoned colleagues.

Given the presence of both newer and highly experienced employees, training and development programs should be designed to cater to different experience levels. Newer employees may benefit from foundational training, while more experienced staff might seek advanced skills development or leadership training. Motivational packages might need to be differentiated based on experience levels. For instance, newer employees might be motivated by opportunities for career growth and learning, while more experienced employees might value recognition, leadership

roles, or long-term benefits such as retirement planning. Generally, experience distribution indicates a workforce with a strong foundation of knowledge and expertise, alongside a mix of newer employees. This diversity in experience should be leveraged to ensure that both motivation and training programs are appropriately tailored to meet the varying needs of all employees, thereby enhancing overall performance within the fire brigade and rescue services.

Table 4.4: Experience with Fire Brigade and Rescue

		Frequency	Per cent
Valid	1-5yrs	18	19.1
	6-10yrs	27	28.7
	11-15yrs	30	31.9
	16-20yrs	12	12.8
	above 20yrs	7	7.4
	Total	94	100.0

Source: Field Data, 2024

4.3 Descriptive Statistics of the Variables Results

The descriptive statistics were analyzed. Independent variables are money incentives, training and good working conditions. While the dependent variable is firefighter officers in Singida. Minimum, maximum, means and standard deviations are computed.

4.3.1 Money Incentive Descriptive Statistics Results

Table 4.5 presents descriptive statistics (Minimum, Maximum, Mean, and Standard Deviation) for various statements related to the motivation and financial incentives provided by the Fire Brigade in Singida. Wage incentives are present and well paid to all staff received the highest score ($M = 4.18$, $SD = .950$) followed by all

employees who perform well and receive extra allowances ($M = 4.03$, $SD = 1.031$). However, financial incentives practised by the corporation facilitate and encourage your performance ($M = 3.50$, $SD = 1.242$) followed by financial incentives awarded to the employees performing well as motivational strategies practised by the corporation ($M = 3.93$, $SD = .948$).

Generally, the descriptive statistics suggest that employees generally agree with the statements about financial incentives, recognition, and wage practices at the Fire Brigade in Singida. However, there is variability in the extent to which these strategies are seen as effective, particularly regarding the facilitation of performance through financial incentives.

Table 4.5: Money Incentive Descriptive Statistics Results

	Min	Max	Mean	Std. Dev
The primary aim of being employed by Fire Brigade Singida is to have an income that will finance your general life.	1	5	3.99	1.122
Financial incentives are awarded to the employees performing well as motivational strategies practised by the corporation	1	5	3.94	1.086
Employee recognition is practised in the corporation.	1	5	3.93	.948
Financial incentives practised by the corporation facilitate and encourage your performance.	1	5	3.50	1.242
All employees who perform well receive Extra allowances	1	5	4.03	1.031
Wage incentives are present and well paid to all staff	1	5	4.18	.950

Source: Field Data, 2024

4.3.2 Training Descriptive Statistics Results

Table 4.6 presents descriptive statistics (Minimum, Maximum, Mean, and Standard Deviation) for various statements related to training opportunities provided by the

Fire Brigade in Singida. I am satisfied with the training opportunities provided by Fire Brigade Singida received the highest score ($M = 3.89$, $SD = 1.092$) followed by Training opportunities at Fire Brigade Singida improves job satisfaction of the employees ($M = 3.88$, $SD = 1.247$). However, to a large extent I do believe that the training opportunities have positively influenced my job performance received the lowest ($M = 3.65$, $SD = 1.161$) followed by training opportunities enhanced my skills and knowledge relevant to my role in the Fire Brigade ($M = 3.80$, $SD = 1.001$).

Table 4.6: Training Descriptive Statistics Results

	Min	Max	Mean	Std. Dev
Training opportunities at Fire Brigade Singida improve the job satisfaction of the employees	1	5	3.88	1.247
I have participated in training programs provided by Fire Brigade Singida in the last 12 months	1	5	3.81	1.167
I am satisfied with the training opportunities provided by Fire Brigade Singida	1	5	3.89	1.092
To a large extent, I do believe that the training opportunities have positively influenced my job performance	1	5	3.65	1.161
training opportunities enhanced my skills and knowledge relevant to my role in the Fire Brigade	1	5	3.80	1.001

Source: Field Data, 2024

4.3.3 Good Working Condition Descriptive Statistics Results

Descriptive data for assertions about the Fire Brigade in Singida's training opportunities are shown in Table 4.7. The mean, standard deviation (Std. Dev), lowest (Min), and maximum (Max) values are included in these statistics. My workplace space and working environment encourage me to remain in the office and accomplish comfortable work. got the highest rating ($M = 3.77$, $SD = .999$), which was followed by In this company, I have good job security ($M = 3.72$, $SD = 1.041$).

The lowest score ($M = 3.50$, $SD = 1.233$) went to my good relationship with my supervisor, which was followed by receiving positive comments from your supervisor ($M = 3.59$, $SD = 1.222$). Generally, while employees at the Fire Brigade Singida generally view their working conditions positively, there are significant areas where perceptions vary. Improving interpersonal relationships, feedback mechanisms, and job security could lead to a more consistently positive work environment and enhance overall employee satisfaction.

Table 4.7: Good Working Condition Descriptive Statistics Results

	Min	Max	Mean	Std. Dev
My working environment building space does influence me to stay in the office and work comfortably	1	5	3.77	.999
My relationship with my fellow workers is good	1	5	3.57	1.291
My relationship with my supervisor is good	1	5	3.50	1.233
The level of feedback that I receive from your supervisor is good	1	5	3.59	1.222
My job security in this organization is good	1	5	3.72	1.041

Source: Field Data, 2024

4.3.4 Fire Brigade Officers' Performance Descriptive Statistics Results

Descriptive statistics for a range of performance-related outcomes connected to the employment of motivational packages at the Fire Brigade in Singida are shown in Table 4.8. The Minimum (Min), Maximum (Max), Mean, and Standard Deviation (Std. Dev) are among these statistics. Fire Brigade Singida's job quality has increased, and as a result, improved motivation packages scored best ($M = 3.85$, $SD = 1.253$), followed by Because they are highly driven individuals, the staff members of Fire Brigade Singida are committed to their work ($M = 3.72$, $SD = 1.339$). But more workers at Fire Brigade Singida have reportedly exceeded their goals as a result

of using better motivation packages, which earned the lowest score ($M = 3.47$, $SD = 1.250$), followed by improved innovation at Fire Brigade Singida as a result of using better motivation packages ($M = 3.48$, $SD = 1.180$).

Generally, while motivational packages are generally seen as beneficial for performance outcomes at Fire Brigade Singida, the extent of their impact varies among employees. Addressing this variability and optimizing motivational strategies based on individual needs can lead to more consistent improvements in performance.

Table 4.8: Fire Brigade Officers' Performance Descriptive Statistics Results

	Min	Max	Mean	Std. Dev
There has been an increase in the quality of work at Fire Brigade Singida as a result of Improved motivation packages	1	5	3.85	1.253
Timelines in task performance at Fire Brigade Singida have improved as a result of good motivation packages	1	5	3.70	1.172
Absenteeism has decreased at Fire Brigade Singida due to the use of motivation packages for employees	1	5	3.63	1.218
More employees have been reported to surpass their targets at Fire Brigade Singida due to good motivation packages for employees	1	5	3.47	1.250
The employees are strictly using time for work due to the use of motivation packages for employees at Fire Brigade Singida	1	5	3.56	1.266
The employees at Fire Brigade Singida are dedicated to their work due to being highly motivated packages	1	5	3.72	1.339
Innovation has improved at Fire Brigade Singida due to the use of better motivation packages for employees	1	5	3.48	1.180

Source: Field Data, 2024

4.4 Regression Assumptions Test Results

Regression analysis is a powerful statistical tool used to understand the relationship between a dependent variable and one or more independent variables (Darlington, &

Hayes, 2016). However, for the results of a regression analysis to be valid, several assumptions need to be met. Testing these assumptions is crucial to ensure that the conclusions drawn from the regression model are reliable.

4.4.1 Normality

Figure 4.1 presents the normality assumption results. The shape of the histogram might reveal details about the distribution of the data. For example, a bell-shaped curve that is symmetrical suggests that the distribution is normal. A normality test can be used to determine whether your data is bell-shaped or has a normal distribution. For many statistical tests to be deemed legitimate, this normality assumption must be met. The histogram's bell-shaped curve displays the residuals' distribution (figure 4.1). The residuals' closeness to zero in the mean and standard deviation indicates a normal distribution. There are no outliers, as shown by the histogram (Figure 4.1), which shows that all residual values fall between the three borders. Tabachnick and Fidell (2007) state that an outcome that does not meet the $|3|$ criterion is abnormal.

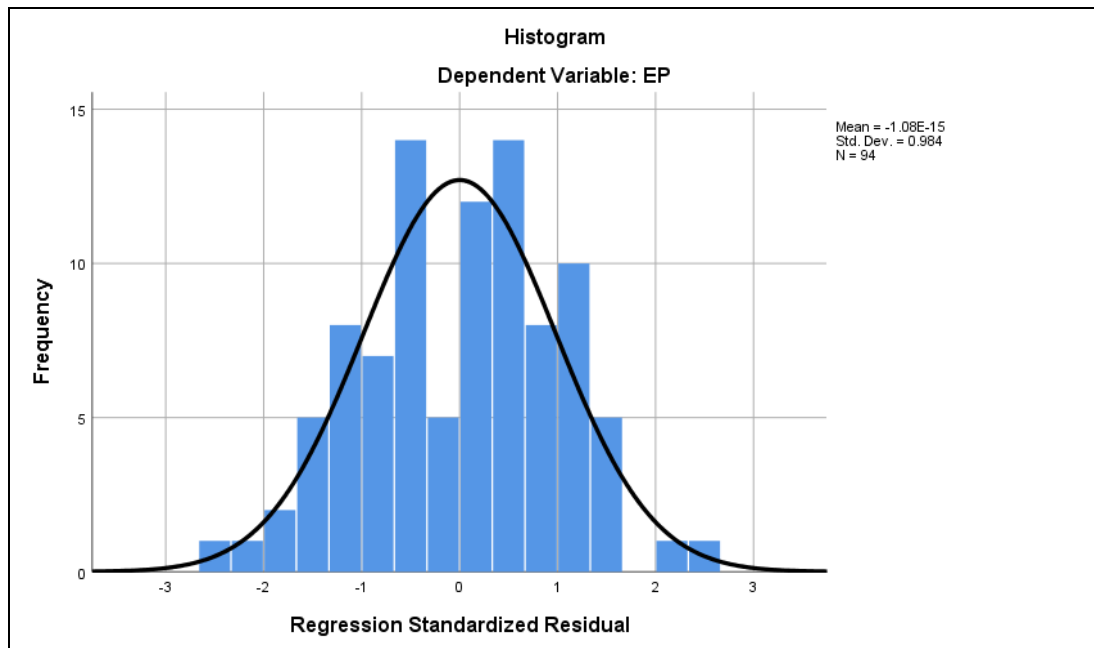


Figure 4.1: Histogram

Source: Field Data, 2024

4.4.2 Linearity

Figure 4.2 presents linearity assumptions results. The linearity test is a statistical test used to assess whether there is a linear relationship between two variables in a regression analysis. In simpler terms, it checks if the independent variable (predictor) has a straight-line impact on the dependent variable (outcome). In this figure the P – P Plot appears aligning on the diagonal x-axis. Hence the data is linear and suggests data analysis to be carried out.

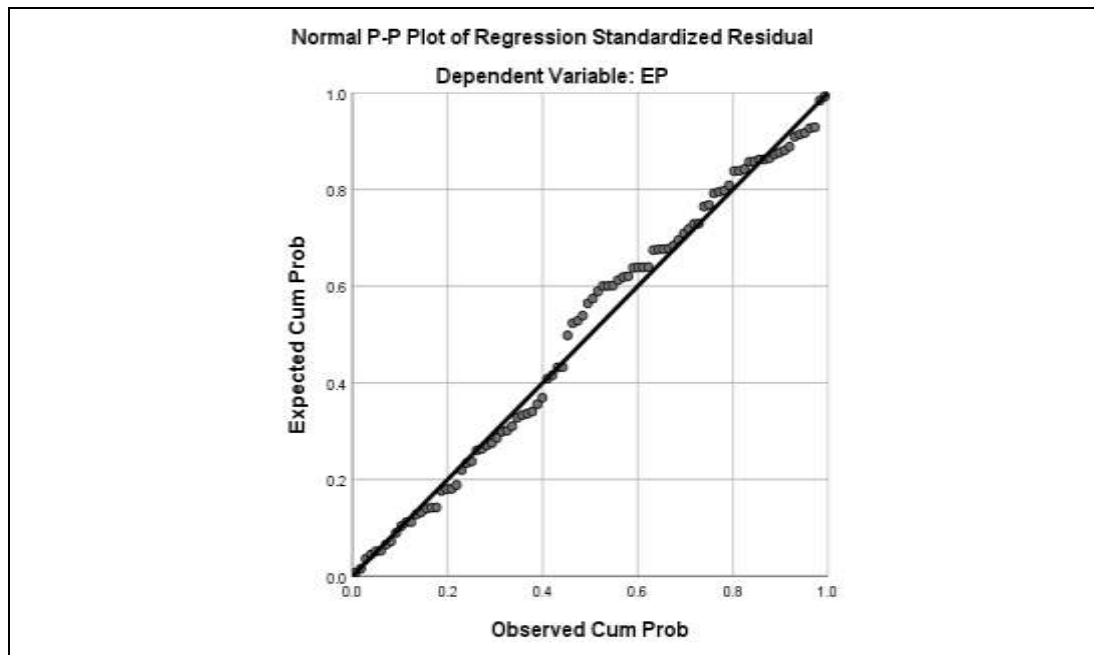


Figure 4.2: P – P Plot for Regression Standardized Residuals Results

Source: Field Data, 2024

4.4.3 Homoscedasticity

Homoscedasticity ensures that the estimates of the regression coefficients are unbiased and efficient. If the assumption is violated, the regression model may produce misleading results and inferential statistics (like confidence intervals and hypothesis tests) may become unreliable. The case residual dots in Figure 4.3 appear to be homoscedastic (equality of variance), dispersed in a rectangle around zero (0). Therefore, there is no reason to be concerned about the data's heteroscedasticity (unequal variation).

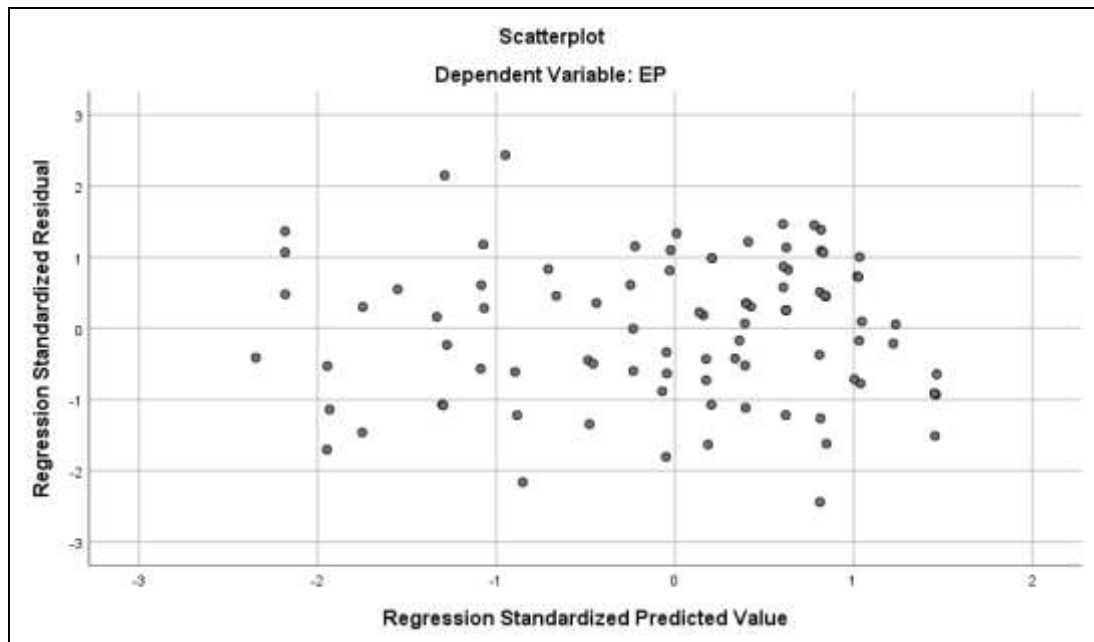


Figure 4.3: Scatter Plot

Source: Field Data, 2024

4.4.4 Multicollinearity Testing Results

Multicollinearity occurs when independent variables in a regression model are not truly independent of each other. Instead, they are correlated, which can distort the results of the regression analysis (Kalnins, 2018). For monetary incentive tolerance = 0.545 and VIF = 1.836. These values are within acceptable ranges, suggesting that multicollinearity is not a major concern for motivational incentives. For training, tolerance = 0.373 and VIF = 2.678. These values are acceptable but slightly higher than for motivational incentives, indicating some level of multicollinearity but not severe. For working conditions, tolerance = 0.464 and VIF = 2.156. These values are within acceptable limits, suggesting no severe multicollinearity issues with working conditions.

Table 4.9: Multicollinearity Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	MI	.545	1.836
	TR	.373	2.678
	WC	.464	2.156

Note: WC= Working Condition, MI = Money Incentives, TR = Training

Opportunities, EP = Employees Performance

Source: Field Data, 2024

4.5 Multiple Linear Regression Results

Multiple regression analysis was run to test the relationship between the multiple independent variables of on-the-job training (money incentives, training and good working environment) on the single dependent variable of employee performance.

4.5.1 Model Summary

Table 4.9 presents the Model Summary results which provide a snapshot of how well the regression model explains the variability in the dependent variable based on the independent variables (money incentives, training opportunities, good working environment) on the dependent variable performance of fire brigade officers' performance. The R-value is very high implying that the model's predictions are closely aligned with the actual observed values, demonstrating a strong correlation between the predictors (WC, MI, TR) and the outcome variable (EP). R^2 of 0.763 means that approximately 76.3% of the variance in the dependent variable (EP) is explained by the independent variables (WC, MI, TR) included in the model. This value indicates that the model has a good fit, as a substantial portion of the variance

in employee performance (EP) is explained by the working conditions (WC), motivational incentives (MI), and training (TR). The remaining 23.7% of the variance is not explained by the model, which could be due to other factors not included in the model.

Table 4.10: Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 ^a	.763	.755	.48418

a. Predictors: (Constant), WC, MI, TR

b. Dependent Variable: EP

Note: WC= Working Condition, MI = Money Incentives, TR = Training

Opportunities, EP = Employees Performance

Source: Field Data, 2024

4.5.2 ANOVA Results

The ANOVA table, shown in Table 4.10, aids in determining if a regression model substantially enhances the dependent variable's prediction when compared to a model lacking predictors. The ratio of the mean square for residual to the mean square for regression is known as the F-statistic. It determines if a sizable percentage of the dependent variable's variability can be explained by the model. The statistical significance of the regression model is indicated by the F-statistic of 96.486 and the p-value of 0.000.

In comparison to a model without any predictors, this indicates that the independent variables training, motivational incentives, and working conditions collectively offer a statistically significant improvement in predicting employee performance. Given

the significant F-statistic and the p-value, the model's overall fit is good, reinforcing that the independent variables are useful in predicting employee performance.

Table 4.11: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.857	3	22.619	96.486	.000 ^b
	Residual	21.098	90	.234		
	Total	88.955	93			

a. Dependent Variable: EP

b. Predictors: (Constant), WC, MI, TR

Note: WC= Working Condition, MI = Money Incentives, TR = Training

Opportunities, EP = Employees Performance

Source: Field Data, 2024

4.5.3 Regression Coefficient Test Results

Regression coefficients are fundamental in understanding how independent variables affect a dependent variable in regression analysis. They represent the relationship between each predictor (money incentives, training opportunities and working conditions) and the outcome (fire brigade officers' performance), showing how changes in predictors are expected to influence the outcome. The constant (intercept) $B = 0.302$, $\text{Sig.} = 0.000$. The intercept indicates that when all predictors (MI, TR, WC) are zero, the estimated value of employee performance (EP) is 0.302. This is the baseline level of performance without any influence from the predictors. Motivational incentive was found to be positive and significantly related to fire brigade officer performance ($b = 0.006$, $p < 0.001$). Despite the small effect size, the p-value indicates that the relationship is statistically significant. However, the practical significance is minimal.

The training was found to be positive and significantly related to fire brigade officers' performance ($b = 0.031$, $p < 0.001$). This effect is also relatively small but larger compared to motivational incentives. $t = 0.337$ which indicates that the effect of training on employee performance is not very strong. Working condition was found positive and significantly related to fire brigade officers' performance ($b = 0.891$, $p < 0.001$). Working Conditions (WC) have the most substantial and statistically significant impact on employee performance, suggesting that improvements in working conditions are likely to lead to better performance outcomes.

Table 4.12: Regression Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.302	.255		1.184	.000		
	MI	.006	.081	.005	.077	.000	.545	1.836
	TR	.031	.093	.028	.337	.001	.373	2.678
	WC	.891	.079	.856	11.350	.000	.464	2.156

a. Dependent Variable: EP

Source: Field Data, 2024

4.5.4 Summary of Hypothesis Test Results

Hypothesis 1 (H1) stated *Money Incentives are Positively Related to Fire Brigade Officers' Performance* Coefficient P-Value: $p = 0.000$. The p-value is less than 0.05, indicating that money incentives are statistically significantly related to fire brigade officers' performance. Therefore, H1 is accepted. This suggests that financial incentives play a crucial role in enhancing the performance of fire brigade officers in Singida.

Hypothesis 2 (H2): *Training Opportunities are Positively Related to Fire Brigade Officers' Performance*. P-Value: $p = 0.001$. The p-value is less than 0.05, which means that training opportunities are significantly associated with fire brigade officers' performance. Therefore, H₂ is accepted. This indicates that providing training opportunities is effective in improving the performance of the officers.

Hypothesis 3 (H3) *The Working Condition is Positively Related to Fire Brigade Officers' Performance*. P-Value = 0.000 The p-value is less than 0.05, signifying that the working conditions are significantly related to fire brigade officers' performance. Therefore, H3 is accepted. This finding implies that better working conditions contribute positively to the performance of fire brigade officers.

Table 4.13: Summary of Hypothesis Testing Results

Hypothesis	Model	Coefficient P-Value	Conclusion
H ₁ : Money incentives are positively related to fire brigade officers' performance	Multiple Linear Regression model	($p = 0.000 < 0.05$)	hypothesis Accepted
H ₂ : Training opportunities are positively related to fire brigade officers' performance	Multiple Regression model	($p = 0.001 < 0.05$)	hypothesis accepted
H ₃ : Working condition is positively related to fire brigade officers' performance	Multiple Regression model	($p = 0.000 > 0.05$)	hypothesis accepted

Source: Field Data, 2024

4.6 Discussion of the Findings

Motivational packages, which include a range of financial and non-financial incentives, play a crucial role in enhancing employee performance, particularly in high-risk and demanding professions like firefighting and rescue services. This

discussion explores the impact of motivational packages on the performance of fire brigade and rescue officers at the Singida Fire Brigade in Tanzania. Money incentives, training opportunities and good working conditions were studied as independent variables while fire brigade officers' performance was the dependent variable.

Both descriptive statistics and linear multiple regression analysis were used to analyze the data. While keeping the study objectives front and centre, the commentary elucidates the information derived from the data analysis and contrasts or compares the current findings with what has been found in earlier, pertinent investigations. The contribution of each finding is presented. Consequently, it makes it easier to understand in detail how motivation packages affect the performance of fire and rescue officers in Tanzania's Singida district.

4.6.1 Money Incentive on Fire Brigade Officers' Performance at Singida

Money incentives are often used in various organizations as a means to boost employee motivation and performance. In high-stakes professions like firefighting, where the demands are both physically and mentally taxing, the role of financial incentives becomes particularly significant. This discussion explores the impact of money incentives on the performance of fire brigade officers at the Singida Fire Brigade. This study found that Money incentive was positive and significant related to fire officers' performance. This finding is supported by (Milkovich & Newman, 2020) who found that monetary incentives can lead to improved performance among firefighters by enhancing motivation, increasing effort, and promoting goal

attainment. Also, the findings of Fadillah and Ismail (2018) demonstrated that there is a strong correlation between improved work performance and incentives in the form of awards and recognition.

Moreover, Money incentives can serve as a powerful motivator, particularly in a profession like firefighting, where the risks are high, and the work is demanding. Financial rewards, such as bonuses, hazard pay, or performance-related incentives, can. Financial rewards can enhance job satisfaction by making fire brigade officers feel valued and recognized for their hard work and bravery. This recognition can, in turn, lead to higher levels of job satisfaction, which is closely linked to improved performance. Daniel's (2019) findings strongly support the findings of this study by asserting that there was a positive correlation between incentives and productivity.

Marwa's (2022) research, on the other hand, found that while profit sharing, incentives, and ownership of shares had a high positive and significant influence on employee performance, the commission had a weak positive and significant impact. Moreover, Abdelhay, Haider, Abdulrahim, and Marie (2023) found that Employee performance and monetary incentives have no discernible relationship.

Bakari (2023) as well as different findings from this study. The majority of respondents, as indicated by the data, believed that employee incentives significantly influenced the performance of MFI employees. Furthermore, the majority of participants believed that rewards improve performance. Similarly, most respondents believed that the compensation packages provided by MFIs have a significant impact

on employees' performance. There were also statistically significant and favourably associated correlations between employee performance and bonuses, prizes, and compensation plans

4.6.2 Effect of Further Studies Opportunity on Fire Brigade Officers' Performance at Singida

Further study opportunities, such as access to higher education, specialized training, or professional development courses, are increasingly recognized as vital components of workforce development. For fire brigade officers, whose roles are complex and demanding, continuous learning and professional growth are essential for maintaining high performance and adapting to evolving challenges. This discussion explores how providing opportunities for further studies can impact the performance of fire brigade officers at the Singida Fire Brigade. This study found that further opportunities access to higher education, and training are positive and significantly related to fire brigade performance. Similar studies also supported the findings of this study.

FEMA's (2017) study found that training opportunities lead to significant improvements in firefighters' technical skills, knowledge of firefighting techniques, and proficiency in using equipment and technology. Similarly, Niati, Siregar, and Prayoga (2021) demonstrated how motivation and training can enhance work performance. Enhancing job performance, motivation, and training can help people advance their careers in the workplace. Additionally, it was discovered by Albloush, Taha, Nassoura, Vij, Bohra, Masouad, and Hussien (2020) that OCB had a positive

effect on job performance. Additionally, the results showed that PTO was partially moderating the relationship between OCB and Job Performance.

According to this survey, AICC employees are skilled in two areas of delivering high-quality service: wearing appropriately and exhibiting empathy when aiding customers (Nnko, 2022). The study's findings show that human resource training regulations have a big influence on worker performance. Additionally, Petro (2022) discovered that there was a significant moderately positive correlation between employee performance and off-the-job training, a significant moderately positive correlation between employee performance and induction, and a significant positive correlation between employee performance and on-the-job training. It was suggested that Airtel Tanzania and other mobile carriers establish an annual training cycle that included all training modalities to provide them with a competitive advantage.

The ability to pursue more education can greatly improve the knowledge and abilities of fire department officials, which will improve their effectiveness on the job. Police can handle complicated events more effectively if they have advanced training in disaster management, emergency medical services, or fire science. This training can provide police with the newest methods and information. Offering flexible learning options, such as online courses or part-time study programs, can help officers balance their educational goals with their work responsibilities.

This flexibility can reduce the risk of burnout and ensure that officers remain fully engaged in their roles. Also, creating a supportive work environment that encourages

continuous learning and professional development is key. This can include providing study leave, mentorship programs, and opportunities to apply new knowledge and skills on the job. However, a study by Megeid (2022) highlighted that training programs that are not tailored to the specific needs of the job can lead to reduced job satisfaction and lower performance levels. Employees may struggle to apply irrelevant training content to their daily tasks, resulting in wasted time and effort.

Overloading Employees.

Also, against the findings of this study, according to a study by Ahmad and Ibrahim (2023), excessive training demands can lead to cognitive overload, where employees are unable to process and retain the information provided. This can decrease their overall performance and productivity, especially when they are already managing high workloads.

Furthermore, a study by Zhang and Feng (2023) found that ineffective training delivery methods, such as unengaging content or lack of practical application, can result in a negative impact on employee performance. Employees may not gain the necessary skills or knowledge, leading to a decline in job performance. Moreover, a study by Lewis and Johnson (2022) showed that competitive training environments can disrupt team cohesion, leading to reduced collaboration and lower collective performance. This is particularly problematic in environments where teamwork is essential for success.

4.6.3 Effect of Good Working Conditions on Fire Brigade Officers' Performance at Singida

Good working conditions are essential for enhancing the performance of fire brigade officers at the Singida Fire Brigade. By providing a safe and well-maintained physical environment, high-quality equipment, organizational support, and development opportunities, the brigade can significantly improve the effectiveness, job satisfaction, and overall performance of its officers. Addressing potential challenges and ensuring that resources are allocated effectively will help sustain these positive outcomes and contribute to the ongoing success of the fire brigade in safeguarding the community.

This study found that good working conditions were positive and significantly related to fire brigade officers' performance. Similar findings were than from Griffiths & Tziner, 2020) who found that firefighters who work in safe and supportive environments experience higher levels of well-being and morale. The physical work environment encompasses various factors, including the availability and quality of firefighting equipment, the design of workspaces, and the provision of safety gear. For fire brigade officers, having well-maintained and reliable equipment is crucial. Good working conditions ensure that officers have access to up-to-date firefighting tools, protective clothing, and safe vehicles, which enhances their ability to respond effectively to emergencies.

A well-organized and hazard-free work environment also minimizes the risk of workplace injuries, contributing to overall job performance. Also, the study of

Hansez Chmiel, (2020) found that positive working conditions contribute to higher levels of job satisfaction, engagement, and commitment among firefighters. Supporting the finding Clarke and Mahadi, (2021) found that good working conditions, characterized by safe facilities, proper equipment, and supportive leadership, contribute to enhanced firefighter safety and well-being.

The psychosocial work environment includes aspects such as job stress, support from colleagues and superiors, and the overall organizational culture. In high-stress professions like firefighting, a supportive work environment is essential for maintaining mental and emotional well-being. Good working conditions foster a culture of teamwork, open communication, and mutual support, which can significantly reduce job-related stress. When fire brigade officers feel supported and valued, their motivation and commitment to their duties increase, leading to improved performance.

Additionally, Parker and DeCotiis (2019) discovered that favourable working circumstances are linked to higher levels of organizational commitment, job satisfaction, and morale among firefighters, all of which are related to improved performance.

In a similar line, Apriyanti Sudiarditha and Saptono (2021) discovered that the results of this study show that both the work environment and rewards have a good and significant impact on job satisfaction. The work environment has a favourable and noteworthy influence on employee performance, in addition to job satisfaction.

However, some researchers found different as to sometimes working can lead to a negative relationship with employee performance. In some cases, overly comfortable work environments can lead to complacency and decreased productivity. For example, a study by Liu and Wang (2022) found that employees in environments with excessive comfort, such as overly flexible working hours or overly relaxed supervision, may exhibit lower levels of motivation and a decline in task performance.

The study highlights that when employees are too comfortable, they might not feel the urgency to complete tasks efficiently, leading to procrastination and decreased overall performance. Also, A work environment that lacks sufficient challenges can result in employee stagnation. Research by Kim et al. (2023) suggests that when employees are not adequately challenged by their tasks or when the work becomes monotonous, their engagement levels drop, leading to poor performance outcomes. The absence of challenging tasks can cause employees to feel unfulfilled, reducing their drive to excel and potentially leading to higher turnover rates.

Moreover, Inadequate resources and poor working conditions, such as insufficient equipment, outdated technology, or lack of safety measures, can significantly hinder employee performance. According to a study by Singh and Patel (2022), when employees are forced to work in environments where they do not have the tools or resources necessary to perform their tasks effectively, their productivity declines. This can also lead to frustration, decreased morale, and higher absenteeism. And last in this discussion is that, inflexible working conditions, such as rigid work hours and

strict adherence to traditional office-based work models, can also negatively impact employee performance. A study by Jackson and Morgan (2023) found that employees who are unable to achieve a work-life balance due to inflexible working conditions experience higher stress levels and lower job satisfaction, which directly correlates with decreased performance. The lack of flexibility can lead to burnout and a decline in both the quality and quantity of work produced.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

The primary goal of the study was to determine how fire brigade officers' performance in the Singida region is impacted by three different motivation packages: financial incentives, training opportunities, and a positive work environment. Out of the 123 firefighter officers in the research group, 94 employees were chosen at random. An explanatory research methodology was applied. Primary data was gathered for the sample using a standardized questionnaire. We analyzed the data using both descriptive and inferential statistical techniques to determine the impact of the motivation package variable on the performance of firefighters. Using linear multiple regression analysis, inferential statistics were utilized to evaluate both associations and effects by the study's assumptions. The chapter's conclusions, a synopsis of the data, and suggestions are included in this chapter.

5.2 Summary of the Findings

The study found a strong connection between financial rewards and the officers' performance. Money incentives, such as salaries, bonuses, and allowances, are powerful motivators. When officers feel that they are being fairly compensated for their work, they are more motivated to perform at their best. This enhanced motivation results in higher levels of commitment to their duties, which is reflected in improved performance indicators such as response times and effectiveness during

emergencies. For the second objective, the study found that training significantly enhances the skills and competence of fire brigade officers. Regular training programs equip officers with the latest firefighting techniques, safety protocols, and emergency response strategies. As a result, trained officers are more adept at handling complex and high-risk situations, leading to more effective performance during emergency operations. The improvement in skills translates to quicker response times, better decision-making, and more successful outcomes in rescue missions.

On the last objective, the study found that good working conditions significantly boost job satisfaction and motivation among fire brigade officers. When officers work in environments that are safe, well-maintained, and equipped with the necessary tools and resources, they feel valued and supported by their organization. This sense of appreciation and comfort leads to higher levels of job satisfaction, which in turn motivates officers to perform their duties with greater enthusiasm and commitment.

5.3 Conclusion

The study on the effect of motivational packages on the performance of fire brigade and rescue officers at the Singida Fire Brigade provides a clear understanding of how different forms of motivation influence the effectiveness and efficiency of these officers. The study concludes that money incentives, including salaries, bonuses, and allowances, have a significant positive effect on the performance of fire brigade officers. Adequate financial compensation is directly linked to increased motivation,

job satisfaction, and overall performance. When officers perceive their financial rewards as fair and sufficient, they are more likely to be dedicated and perform their duties effectively. Financial incentives are found to greatly enhance job satisfaction and morale among the officers. When officers receive competitive pay and additional financial rewards, they feel valued and appreciated, which boosts their morale. This heightened job satisfaction translates into improved enthusiasm and commitment to their roles, leading to better performance in emergencies.

Regarding the second objective, the study concludes that training programs have a substantial positive impact on the skills and competence of fire brigade officers. By providing officers with up-to-date knowledge, advanced techniques, and hands-on practice, training enhances their ability to handle complex and high-pressure situations more effectively. Improved skills lead to better performance in emergency responses, resulting in more successful outcomes and increased operational efficiency. As for the last objective, the study concludes that good working conditions significantly boost job satisfaction and motivation among fire brigade officers. When officers work in a well-maintained and supportive environment, including having access to necessary resources and safety equipment, they feel more valued and content. This increased job satisfaction translates into higher motivation levels, which positively affects their performance and commitment to their roles.

5.4 Implications of the Findings

5.4.1 Implication for Policy

The implications of policy on the effect of motivational packages are significant. Effective policies that address financial and non-financial incentives, promote a

positive work environment, support career development, and facilitate regular feedback and adjustments can greatly enhance the performance of fire brigade and rescue officers. By ensuring that policies are well-designed and responsive to the needs of the officers, the Singida Fire Brigade can improve motivation, job satisfaction, and overall effectiveness, ultimately leading to better service delivery and operational success.

5.4.2 Implication for the industry

The industrial implications of motivational packages for fire brigade and rescue officers are far-reaching. Effective motivational strategies not only enhance individual performance but also contribute to higher industry standards, improved recruitment and retention, better public perception, and increased policy support. By setting an example and demonstrating the benefits of well-designed motivational packages, the Singida Fire Brigade can influence broader industry practices, encourage innovation, and foster collaboration within the fire and rescue sector.

5.4.3 Implication for Academia

The study could provide insights into how different motivational packages affect the performance of fire brigade and rescue officers. This could contribute to the broader field of public safety management by highlighting effective motivational strategies specific to this sector. Also, the study could expand existing theories on motivation by providing evidence on how motivational packages specifically impact the performance of fire brigade and rescue officers. This might lead to the development of new theoretical frameworks or the refinement of existing ones. Last, the findings

could identify gaps in current research and suggest areas for further investigation. For example, the study might highlight the need to explore the long-term impacts of motivational packages or the role of organizational culture in influencing their effectiveness.

5.5 Limitations

The focus on the Singida Fire Brigade may not account for regional variations in motivational needs or the effectiveness of packages. Different regions may have unique challenges or cultural factors affecting motivation, which means findings might not apply to fire brigades in other areas of Tanzania or beyond. The study might have a limited sample size, affecting the generalizability of the findings.

If the sample does not represent the full diversity of the fire brigade's personnel in terms of rank, experience, or other demographics, the results might not accurately reflect the broader population. If the study primarily examines the immediate or short-term effects of motivational packages, it may not capture their long-term impact on performance and job satisfaction. Long-term effects often require extended observation periods, which might be beyond the scope of the study.

5.6 Recommendations

Based on the findings of the study on the effect of motivational packages on fire brigade and rescue officers' performance at Singida Fire Brigade, several recommendations can be made to enhance the effectiveness of motivational strategies and improve overall performance.

5.6.1 Money Incentive on Fire Brigade Officers' Performance at Singida

Based on the findings, the study recommends that the Singida Fire Brigade should continue to invest in and possibly enhance its financial incentive packages. By providing competitive salaries, bonuses, and allowances, the organization can sustain high-performance levels and ensure that its officers remain motivated and committed to their roles. Regular reviews and adjustments of the compensation packages, in line with inflation and industry standards, will help maintain the effectiveness of these incentives.

5.6.2 Effect Training on Fire Brigade Officers' Performance at Singida

Based on the findings, the study recommends that the Singida Fire Brigade continue to invest in and expand its training programs. Regular and comprehensive training should be a priority to ensure that officers maintain high levels of skill, confidence, and effectiveness. The organization should also consider incorporating feedback from officers to continually improve the training content and delivery methods.

5.6.3 Effect of Good Working Conditions on Fire Brigade Officers' Performance at Singida

Singida fire brigade management should ensure that the fire stations are equipped with up-to-date firefighting equipment, including protective gear, communication tools, and vehicles. Regular maintenance and timely upgrades should be prioritized to ensure safety and efficiency. Also, the management should invest in modern and comfortable facilities, including rest areas, dining spaces, and locker rooms. A well-maintained physical environment can reduce fatigue and improve morale.

5.7 Recommendations for Further Studies

There is a need to conduct similar studies across multiple fire brigades in different regions of Tanzania to compare the effectiveness of motivational packages in various contexts. This will help identify regional variations and develop more broadly applicable strategies. Also, future studies may include additional variables that may affect performance, such as work-life balance, job satisfaction, and external stressors. This will provide a more holistic understanding of factors influencing performance alongside motivational packages.

Further, future studies may incorporate qualitative research methods, such as interviews or focus groups, to gain deeper insights into the personal experiences and perceptions of fire brigade personnel regarding motivational packages. This can help in understanding the nuances of how motivational strategies are received.

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APPENDICES

APPENDIX 1 QUESTIONNAIRE

I am I am Judith Kweka, a Master student at Open University of Tanzania. I am doing research on the assessment of the Effects of motivational packages on Fire brigade Singida employees' performance'. You are being part of the Fire brigade Singida employees I anticipate you have very potential information that can assist me to complete the research task ahead of me. Please cooperate.

Respondent's Individual Profile

a)	Age	(1)18 – 30	(2) 31 - 40	(3) 41 – 50	(4) 51 – 60	(5) 61 and above
b)	Gender	(1) Male	(2) Female			
d)	Education level	1.Certificate	2.Diploma	3.Degree	4.Masters	5.PhD
e)	Experience with Fire brigade	(1)1 – 5 years	(2)6 –10 years	(3)11-15 years	(4)16-20 years	(5) Above 20 years

While filling up this questionnaire, please **encircle** the rating number {**1, 2, 3, 4, or 5**} that represents your excellent level of agreement with each statement where **1 = Strongly Disagree 2 = Disagree 3 = Neither Disagree nor Agree 4 = Agree 5 = Strongly Agree.**

Code	Money Incentive on Fire brigade Singida Employee's Performance	SD	D	N	A	SA
MI1	The primary aim of being employed by Fire brigade Singida is to have an income that will finance your general life.	1	2	3	4	5
MI2	Financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation	1	2	3	4	5

MI3	Employees' recognition is practiced in the corporation.	1	2	3	4	5
MI4	Financial incentives practiced by the corporation facilitate and encourage your performance.	1	2	3	4	5
MI5	All employees who perform well receive Extra allowances	1	2	3	4	5
MI6	Wage incentives are present and well paid to all staff	1	2	3	4	5

Code	Effect of Training Opportunity on Fire brigade Singida Employee's Performance	SD	D	N	A	SA
TR1	Training opportunities at Fire brigade Singida improves job satisfaction of the employees	1	2	3	4	5
TR2	I have participated in training programs provided by Fire Brigade Singida in the last 12 months					
TR3	I am satisfied with the training opportunities provided by Fire Brigade Singida					
TR4	To large extent I do believe that the training opportunities have positively influenced my job performance					
TR5	training opportunities enhanced my skills and knowledge relevant to my role in the Fire Brigade					

Code	Good Working Condition on Fire brigade Singida Employee's Performance	SD	D	N	A	SA
WC1	My working environment building space do influence me to stay in the office and work comfortably	1	2	3	4	5
WC2	MY relationship with my fellow workers is good	1	2	3	4	5
WC3	My relationship with my supervisor is good	1	2	3	4	5
WC4	The level of feedback that I receive from your supervisor is good	1	2	3	4	5
WC5	My job security in this organization is good	1	2	3	4	5

SN	Employees performance	1	2	3	4	5
EP1	There has been increase of quality of work at Fire brigade Singida as a result Improved motivation packages					
EP2	Timelines in task performance at Fire brigade Singida has improved as a result of good					

	motivation packages					
EP3	Absenteeism has decreased at Fire brigade Singida due to use of motivation packages to employees					
EP4	More employees have been reported to surpass their targets at Fire brigade Singida due to good motivation packages to employees					
EP5	The employees are strictly using time for work due to use of motivation packages to employees at Fire brigade Singida					
EP6	The employees at Fire brigade Singida are dedicated to their work due to being highly motivated packages					
EP7	Innovation has improved at Fire brigade Singida due to use of better motivation packages to employees					

Research Clearance Letter



Ref. No OUT/PG202186349

7th August, 2024

Regional Fire Officer,
Fire and Rescue Force,
P.O Box 729,
SINGIDA.

Dear, Regional Fire Officer ,

RE: RESEARCH CLEARANCE FOR MS. JUDITH ELIPHALETH KWEKA REG NO: PG202186349

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

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Judith Eliphaeth Kweka, Reg.No PG202186349**), pursuing **Masters of Governance and Leader Ship**. We here by grant this clearance to conduct a research titled " **Assessing the effect of**

Motivational Package on Employee's Performance in Tanzania : A case of Singida Fire Bridge". She will collect his data at your office from August 09th 2024 to 30th August 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

**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF HOME AFFAIRS
FIRE AND RESCUE FORCE**

Telegrams: "NATIONAL FIRE"

Telephone: 255-26-2503056

Telefax: 255-26-2503053

Fax: (Ministry) 255-22-2111090



THE REGIONAL FIRE OFFICE,

FIRE AND RESCUE FORCE,

P. O. BOX 792,

08th August, 2024.

REF NO:AB.06/364/03/92

VICE CHANCELLOR,

THE OPEN UNIVERSITY OF TANZANIA,

KINONDONI BIAFRA, KAWAWA ROAD,

P.O.BOX 23409

DAR ES SALAAM.

REF: RESEARCH CLEARANCE FOR MS.JUDITH ELIPHALETH KWEKWA REG
NO.PG 202186349.

Refer to the captioned subject matter.

We received the letter with REF.NO OUT/PG 202186349 dated 7th August,2024 introducing Ms.Judith Eliphaleti Kweka ,Rg.No PG 202186349 to conduct her research and collect data at our office.

I humbly inform you that, the permit is granted and she will be given highly corporation in order to pursue her research and meet her targeted goal of data collection.

Yours Sincerely

Devotha L. Bigawa

Regional Fire Officer

Fire and Rescue Force

