INFLUENCE OF MOTIVATION ON WORKERS' PERFORMANCE AMONG HEALTH WORKERS AT UYUI DISTRICT, TANZANIA

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CERTIFICATION

The undersigned certifies that has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled *"Influence of Motivation on Worker' Performance Among Health Workers at Uyui District, Tanzania"* in partial fulfilment of the requirement for the award of the Master of Human Resource Management of the Open University of Tanzania.

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Date

DECLARATION

I, **Benjamin Mwailagila** do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented any university for similar or any other degree award.

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Signature

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DEDICATION

This study is dedicated to the Family of Mr. Benjamin Mwailagila

ACKOWLEDGEMENTS

ABSTRACT

The aim of this study was to determine the impacts motivation to workers affects work performance among health workers at Uyui District. It specifically aimed to determine the effects of working environment, to examine effects of promotions practices and the effects of recognition practices on employees' performance of health workers, using Herzberg's Theory of motivation. It also employed a positivist philosophy, quantitative research approach and descriptive research design, whereby targeted population was 159and the sample size was 114 obtained through simple random sampling technique. Data was collected from primary source only using Questionnaires and were analyzed by using SPSS, V.26, through which the researcher performed descriptive statistics, inferential statistics and multiple regression analysis. The findings shows that Working Environment scored had a correlation of 0.778, which was significant at 0.000 meaning that Working Environment has positive correlation on the employee performance. Also, Promotion Practices (PP), had a correlation of 0.788, which was significant at 0.000) meaning that there is a positive correlation between promotion practices and employee performance and lastly Recognition Practices (RR) was correlated at 0.777, and significant at 0.000) meaning that there was positive correlation to the employee performance. Basing on the findings it can be established that motivation has a positive and significant correlation on the performance of employees in health sector. Also, the administration of Uyui District Council should ensure offering bonuses and performance-based incentives to reward and motivate employees in health sector and this will ensure employee loyalty to their job positions.

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LIST OF ABBREVIATIONS

AMOs	Analysis Moment Structures
EH	Employee Health
EP	Employee Productivity
HRM	Human Resource Management
JT	Job Training
MNEs	Multinational Enterprises
NECTA	National Examination Council of Tanzania
PRO	Promotion
SEM	Structural Equation Modeling
SME	Small and Medium Enterprises

CHAPTER ONE

1.1 Introduction

This chapter presents the description of the employee motivation on employee performance, it comprises of the background of the study, the statement of the problem, the research objectives and research questions. Moreover, it provides for the significance of the study, scope of the study limitation and delimitation of the study and organization of the study as described in the subsections below.

1.2 Background of the Study

Employee motivation means the drives or inspirations that an individual has to perform at work (Mulyani, et al 2020). It is what makes a person want to get up in the morning and be excited to go to work (Uka & Prendi, 2021). When employees are motivated, they're more likely to be productive creative and engaged in their job (Paris, et al 2018). Employee motivation brings commitment and enthusiasm to the workplace and can create an energetic atmosphere for many employees (Kuswati, 2020). It helps encourages team members and creating a productive work environment. Understanding the benefits of employee motivation can help an organization develop ways to motivate the employees (Mishchenko and Lukianenko, 2019).

Motivation employee performance is associated with factors such as recognition, working environment and promotion as the motivation factors for the employees as pinpointed articulated in the Herzberg's theory of motivation (Prasad-Kotni&

Karumuri, 2018). Thus, in this study the researcher will employ Herzberg theory of motivation to assess the impact of employee motivation employee performance of healthcare employees.

Globally, health workers take a very essential part is managing public health system, the study conducted in this study revealed that employee motivation in health workers from 2 British hospitals in the United Kingdom (Lymon, 2019). Healthcare sector plays a critical role in maintaining the health and well-being of the citizens, motivation practices can have a positive impact on staff morale, job satisfaction and overall performance in India (Santy & Velgurugam 2023). A study conducted in Malaysia by Mehran, et al (2022), identified the values of employees' promotion, and recognition of employees can enhance employee performance, meanwhile in the study conducted. A study conducted in Sri Lanka by Karunarathne & Gamage, (2020), revealed that environmental condition of the working place for health care officials negatively affects the motivation and lowers performance of the employees. In Bangladesh studies conducted by Bhuiyan, (2017), revealed that motivations factors have effects on their performance. Thus, studies affirm employee motivations is significant on employee performance.

In sub-Saharan Africa where there 24% of the world diseases burden, while concurrently local health systems are unresponsive, inefficient, inequitable and even unsafe. Even though the reason for this underperformance is multiple, health workers' motivation has been suggested as the main determinant of health care services quality. The workforce is one of the most important ingredients in the health

delivery process since the health sector is labour intensive. The African continent is currently facing severe human resource crisis in the health sector (Okafor, et al 2022). In countries such as Ethiopia health system has been trying to improve the quality of health − care services through undertaking massive health sector − wide reforms such as business processing and re-engineering, health care financing and health information systems, however there is human resource crisis in the sector 82% of nurses and 73% of doctors work for the public sector. Normally the quality-of-service delivery in health facilities to a large extent depends on the available human resource mix and their motivation.

According to the study conducted in Kenya by Muthuri, et al (2020), it revealed that 72% of 404 health care workers both technical and nontechnical would like job outside health sector because of the low motivation rate of the healthcare professionals, while other decides to migrate from Kenya to developed countries or internally from rural to urban areas. In Uganda a comprehensive national assessment revealed that 30% healthcare professionals are estimated to have abandoned their position in the sector since they don't feel motivated to continue to work in health are profession (Pandya, et al 2019).

Tanzania had predominantly rural population with 70% of people living in the countryside, the delivery of healthcare is challenging (Berney and Halpern 2018). Rural areas such as Uyui District are particularly disadvantaged in comparison to urban one, there are less motivated healthcare professionals due to lack of recognition of their efforts, less promotion to better positions and lack of supportive

working environment and this led to problems of less performance of healthcare professionals (Nakagami-Yamaguchi *et al.,* 2019). Therefore, this study is conducted to assess the influence of motivation factors such as promotion, recognition and working environment on the performance of healthcare professions in Uyui District Council.

1.2 Statement of the Problem

Health care sector plays a pivotal role in the overall well-being of a community and the performance on health workers is crucial for the effective delivery of healthcare services (Mulyani, et al 2020). In Uyui District there is a pressing concern regarding the work performance of the health care workers, which may be influenced by various factors such as lack of recognition of employees' efforts, non-supportive working environment and inadequate promotion of employees something which affects their morale. According to research studies such as (Berney & Halpern 2018; Karunarathne & Gamage, (2020), motivation serves as a s driving force that influence an individual's willingness, enthusiasm and commitment to performance tasks effectively. However, most of these had different determinants of motivation than working environment, promotion and recognition. Also, in Uyui District current state of motivation among health workers in the district remains inadequately explored, and thus it offers the researcher an opportunity to conduct research on the influence of motivation on work performance among health workers at Uyui district, Tanzania.

1.3 Research Objective

In this study there are both general objectives and specific objective as described in the following subsections below.

1.3.1 General Objective

The general objective of this study is to determine the influence motivation to workers affects work performance among health workers at Uyui District.

1.3.2 Specific Objectives

i. To determine the effects of working environment on the performance of health workers

ii. To examine effects of promotions practices on the performance of health workers

iii. To examine the effects of recognition practices on employees' performance of health workers

1.4 Research Questions

i. What are the effects of working environment on the performance of health workers?

ii. What are effects of promotions practices on the performance of health workers?

iii. What are the effects of recognition practices on employees' performance of health workers?

1.5 Significance of the Study

The findings of this study will assist the local government council administration to know the values which may be added through employee motivation to the service provision especially in health sector. This study will enhance the provision enhance policy formulation and implementation to enhance employee motivation in the provision of services in health sector respectively because it improves workers' morale, devotion and increase their abilities to give their high values experience. The findings and recommendation of this study will add to the body of existing knowledge about employee motivation and performance and thus it will be useful among futures scholars who will conduct research studies on employee motivation and employee performance.

1.6 Scope and Limitation of the Study

The scope of this study is on the impacts of the training and development of the employee performance in local government, the study was carried on in Uyui district involving healthcare professionals in Uyui district council. The study was exposed to limitation such accessed to the study area, availability of respondents and data collection process. Also, the study was limited to other factor such as finance and time as the most significance resources required towards the accomplishment of any research study.

1.7 Delimitation of the study

In addressing the presumed limitation to the study, the researcher employed different techniques such as obtaining research clearance letter which was addressed to the

area where this study was conducted. Also, the researcher communicated the purpose of conducting this study so that the intended respondents and participants could be aware about it and feel free to participated without hesitations. Lastly the researcher ensured observance to the research schedule of activities so as to meet the intended time frame and in case of financial challenges the researcher had to seek financial assistance from colleague and even family members to facilitate timely completion of this study.

1.8 Organization of the Study

This study dissertation is organized in five chapters namely chapter one, chapter two and chapter three. Chapter One is comprised background to the problem, the statement of the problem, the research objectives, the research questions, significance of the study and scope of the study as well as limitation and delimitation of the study. Chapter Two presents the literature review whereby different aspect such as conceptual definitions, theoretical framework, empirical literature review, research gap and conceptual framework are examined. Chapter Three examines the methodology where by aspects approach, research design, study area, targeted population, sample size, sampling techniques, data collection, data analysis as well as validity, reliability as well as ethical considerations. Chapter Four dealt with analysis of data, presentation of findings and discussion major research finding while chapter Five provided for the conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of literature review in relation to the impacts of motivation on the employee performance. The chapter covers aspects such as conceptual definitions, theoretical framework, empirical literature review, research gap and the conceptual framework as described in the subsections below.

2.2 Conceptual Definitions

In this section various concepts which will be used in this study will be defined and operationalized as follows;

2.2.1 Employee Motivation

Employee motivation refers to the psychological forces or factors that influence an employee's behavior, engagement, and level of effort towards achieving organizational goals (Mulyani, et al 2020). Motivated employees are more likely to be productive, committed, and satisfied in their roles (Berney and Halpern 2018). Motivation can be intrinsic (internal) or extrinsic (external), and various theories have been developed to understand and explain the factors that drive employee motivation.

2.2.2 Employee Performance

Employee performance refers to the level of achievement, effectiveness, and contribution of an individual employee in fulfilling their job responsibilities and achieving organizational goals (Karunarathne and Gamage, 2020). Employee performance refers to the level of effectiveness and efficiency with which an employee carries out their job responsibilities and contributes to the overall goals and objectives of the organization (Bhuiyan, 2017). Assessing and managing employee performance is a crucial aspect of human resource management and organizational development.

2.2.3 Employee Recognition

Employee recognition refers to the acknowledgment and appreciation of an employee's contributions, achievements, and efforts within an organization (Ravieer*et al.,*2021). Recognizing and rewarding employees for their hard work and positive impact can boost morale, motivation, and job satisfaction (Putra *et al.,*2022). Effective employee recognition programs contribute to a positive work culture and can enhance overall organizational performance.

2.2.4 Working Environment

Employee working environment, often referred to as the work environment or workplace, encompasses the physical, social, and psychological conditions in which employees perform their job tasks (Mbambe, 2021). A positive and conducive

working environment is essential for promoting productivity, job satisfaction, and overall well-being.

2.2.5 Employee Promotion

Employee promotion refers to the advancement of an employee to a higher job position within the organization, often accompanied by increased responsibilities, authority, and sometimes compensation (Chantal *et al.*, 2022). Promotions are typically based on an individual's performance, skills, and potential for growth.

2.3 Theoretical Framework

This study was guided by Herzberg's Theory of motivation which is described as follows.

2.3.1 Herzberg's Theory of Motivation

Herzberg's two-factor theory is a motivation theory that provides that satisfaction and dissatisfaction at work are influenced by two sets of factors; hygiene factor and motivation (Malik & Naeem 2013). This theory is grounded on the assumption that Employees are motivated to perform better when they experience job satisfaction derived from motivators. Hygiene factors alone cannot inspire higher performance, although they are necessary to maintain baseline morale. Also, the theory provides that Motivators have a more sustainable impact on employee engagement and productivity compared to hygiene factors, which primarily address immediate needs.

Hygiene factors are basic job necessities such as working conditions and salary that if not met can cause dissatisfaction. If further provides that employees have a high level of hygiene factor and motivation are likely to be highly engaged and motivated in their work, on the other hand, when employees have low levels of hygiene factor and a combination of motivation and hygiene factor (Gawel, 2019). This theory is focused on factors that cause motivation and prevent dissatisfaction for employees individually rather than concentrating on external factors. This means that by implementing Herzberg's hygiene theory organizations can improve employee motivation and the working environment directly, this motivates the employee to work more efficiently and lowers the staff turnover rate (Osemeke, et al 2017).

An organization focuses on solving the problem of the employee, this is because Herzberg's theory provides multiple factors that can cause dissatisfaction such as the absence of hygiene factor as well as factors that cause motivation (Sanjeev and Surya 2016). Eliminating factors that cause dissatisfaction and implementing satisfactory factors will make employees more motivated toward work. Herzberg also found that monetary benefits may not be as motivational as another factor (Hur, 2018). In Herzberg's theory salary is called a hygiene factor (Hur, 2018) is called a hygiene factor. Low salaries may leave employees disseated on the other hand higher salaries may not necessarily make employees more motivated toward work. Herzberg includes motivation factors other than monetary benefits such as promotion recognition interest in work and advancement. These factors according to Herzberg's theory will make employees more engaged and motivated to work than monetary benefit (Herzberg, 2015).

Application of Herzberg's Theory of Motivation

Despite the criticism, Herzberg's theory was applicable in this research because it is based on the assumption that all employees have the same needs and it places too much emphasis on job satisfaction which is one of the factors affecting employee motivation. Also, the motivation factor aims to motivate and engage employees in the workplace whereas the hygiene factor are maintenance factor employees can expect at the workplace such as salary or work policies which can make them stay at work workplace.

Herzberg's Two-Factor Theory of Motivation provides a crucial framework for understanding the influence of motivation on employee performance within the health sector. In this field, hygiene factors such as competitive salaries, safe and supportive working conditions, job security, and access to necessary medical resources play a pivotal role in reducing dissatisfaction among health workers. However, addressing these factors alone is insufficient to boost performance. Motivators, such as recognition for excellent patient care, opportunities for professional growth, and the intrinsic satisfaction derived from saving lives, are essential to inspire health professionals to go beyond their basic duties. The unique pressures and responsibilities in the health sector demand a dual focus on ensuring a stable work environment while fostering an empowering and rewarding atmosphere. This reflection highlights that balancing hygiene factors with strong motivators can lead to enhanced job satisfaction, better service delivery, and improved healthcare outcomes.

2.4 Empirical literature review

2.4.1 The Effects of Working Environment on the Performance

Ravieer, *et al.,* (2021) aimed to create an in-depth understanding of working conditions and the well-being of social workers. Seven UK social work employers sent a survey of working conditions, well-being, and turnover intentions to all child and family social workers, followed by a series of individual semi-structured interviews with respondents. Data were collected between January and May 2019. 607 (41%) completed surveys were turned and 19 interviews were undertaken. Quantitative findings demonstrated that working conditions scored better than previous studies, with positive scores on autonomy, and peer and managerial support. However, the four remaining conditions (demands, relationships, role, and change) each scored worse than 75-90% of respondents in UK-wide benchmarks of individuals from various occupations. Thematic analysis of interviews suggested that workload (demands), relationship with peers, management and services users, and how change was communicated were 'the main difficulties cited.

Putra, *et al* (2022) determined the effect of individual characteristics and work environment on employee motivation and performance. This study uses quantitative methods to test hypotheses with the object of this research being all employees of PT. Merapi Utami Pharma Medan Branch, which is located at Jalan Tapian Nauli Pasar 1 No. 5 districts. Sunggal, kel. Medan Sunggal, Medan 20138 with 76 employees consisting of marketing staff and administrative staff. This company is engaged in pharmaceutical whole sales whose products are in the form of services in

the distribution of medical devices, medicines, infusion fluids, and equipment, as well as health food. The data collection technique used a census because the total population was only 76 people. The results showed that individual characteristics had a significant effect on employee motivation but had no significant effect on performance the test results show that employee motivation variables mediated the effect of individual characteristics and work environment on performance.

Hafeez, *et, al* (2029) purpose of the current study is to explore, the impact of workplace environment i.e. physical environment Factors and behavioral environmental Factors on employee productivity (EP) through the mediating role of employee health (EH). Research methodology –this study adopted a questionnaire survey method and data was collected from 250 employees working in software houses in Pakistan. Data has been analyzed using SPSS and AMOS software. Reliability and correlation analysis was performed by using SPSS while; path analysis was performed using AMOs. Findings –Results revealed that one-unit variance in PFE incorporates a 35% change in EH, a 33% change in EH is caused by one-unit increase in BEF, and one unit increase in EH leads to an 80% increase in EP. Physical and behavioral Environmental Factors are positively affecting EH and EH is positively affecting EP. Results of the study revealed that: employee health is mediating the relationship between workplace environment factors and employee performance.

Mbambe, (2021) assessed the effects of work environment on employee performance in Tunduru District, Tanzania. Descriptive, data for this study were collected using a

questionnaire, and a chi-square test was used to determine the relationship between variables such as work incentives and employee performance. The findings from this study indicated that the performance of health workers is affected by the physical work environment such as building space conformability and working environment convenience. The study also revealed a positive correlation between work environment and employee performance. Furthermore, it was revealed that the role of the supervisor in supporting health workers plays a vital role in their performance as the study revealed that if the supervisor-employee relation is positive tends to affect employee performance positively. Moreover, the study revealed that work incentives contribute to health worker performance. Furthermore, Health centers at Tunduru District Council should take into consideration that productivity, performance, health, and safety are part of a conducive work environment motivate employee to perform at their best and, in turn, improve overall organizational performance.

2.4.2 Effect of Recognition Practices on Employee's Performance

Nor, et al (2020) examine the impact of human resource management (HRM) practices on employee commitment at the road transport department (RTD), state of Perak, Malaysia. There were about 500 employees in this department and a total of 20 questionnaires were distributed randomly through the head of the department. The findings of the research revealed there wasa positive relationship between HRM Practice and employee commitment. However, among the four HRM practices dimensions (remuneration, recognition, working, environment, training, and

development) that had been investigated, only the working environment and training and development had a significant relationship with employee commitment.

Owoeye, et al (2020) assessed the recognition practices and employee performance: understanding work engagement as a mediating pathway in Kenyan. The study instruments were subjected to principal Component Analysis to determine the validity and reliability of the research instrument, and thereafter the direct hypothesized relationship was determined through the linear regression method. The findings from the analysis revealed positive and significant effects of recognition practice on employee performance in Kenya context. Furthermore, this study used process Marco and found the partial mediating effect of work engagement on the relationship between recognition practice and employee performance. The study offers both theoretical and practical implications that revolve around the need to enhance positive attitudinal outcomes (work engagement) that will occasion desired performance at various organization levels via the design and implementation of employee recognition practice in the Kenyan context.

Chantal, et al (2022) the relationship between employee recognitions and employee performance of Shyo-gwe diocese. The study used a correlation research design. A questionnaire survey and an interview guide were used to obtain data. Frequencies percentage, means, correlation, and regression were used to analyze quantitative data. Context analysis was used to analyze qualitative data. The result showed that employee recognition was fair, according to descriptive data. According to inferential analysis employee recognition, on the other hand, unfavorable but small

effect on employee performance. As a result, it was suggested that promotions, in addition to monthly salary, bonuses, allowances, paid yearly leaves, and insurance policies, be included in the extrinsic reward and provide employees with the required abilities to accomplish their responsibilities, building employee confidence.

Kariuki, et al (2021) determined the effect of employee recognition on employee performance. The research relied on primary data which was collected through questionnaires. The sample was made up of 151 respondents and comprised different classes of workforce including top management, middle management, supervisor, and regular staff working in five public facilities. The drop-and-pick method was used in administering the questionnaire. The regression analysis result provided evidence that employee recognition (B=0.767, p=0.022), has a positive and statistically significant effect on employee performance. In addition, the result of Pearson correlation analysis indicates that employee recognition (r=0.794, p=0.011) has a strong positive and statistically significant relationship with employee performance. Although employee recognition was largely used as a component of the total reward system the hospital has only moderately established an enhanced system of financial bonuses for appreciating the superb performance.

Obogo, (2022) examined the effect of motivation on employee performance with special reference to Rorya District Council in Musoma Tanzania. There are various performances for rural secondary schools compared to urban secondary schools in Rorya District Council. The challenge of performance can be the result of environmental, marginalization areas where there is a low supply of social services

like electricity water, etc., understaffing, or lack of special consideration. Evidence from schools like Nyabiwi, Bukura, and Bukwe compared to Nyanduga, Katuru, and Kowak had shown that there had been differences between urban schools and rural secondary schools in Rorya District Council (NECTA, 2017-2020). The result of this study showed that an increase in motivation has led to an increase in employee performance whereby 56.2% of the respondents agree that promotion has increased performance, and 67.1% of the respondents agree that recognition has increased performance. Further 71% of respondents agree that benefits increase employee performance, and 74.4% of the respondents agree that rewards increase employee performance respectively. This situation insists on increasing attention to employee motivation practices to improve employee performance. The findings recommended enhancement of the current motivation package by independent variables such as promotion, recognition, reward, and support for career achievement so as they increase employee performance.

2.4.3 Effects of Promotions Practices on the Performance

Rahaman and Addin, (2022). determine the job satisfaction of SME employees by analyzing the impact of job training (JT) and promotion (PRO) opportunities on employees' job satisfaction. Purposive sampling was applied in the study, and 202 SME employees participated as sample respondents. The final sample size is n=202. SPSS 26.0 version is used to analyze the hypotheses. The study findings show that both job training (JT) and promotion (PRO) have a positive effect on SME employee job satisfaction. It does indicate that SME managers need to provide necessary training programs and timely promotions to their current working employees to keep

them satisfied with their jobs. Promotion and effective job training will certainly enhance employees' job satisfaction. The study has also offered a few strategic implications for SME business managers.

Dutta, et al., (2021) with increased globalization, multinational enterprises (MNEs) have become pervasive in emerging economies such as India. Given that employee performance is multidimensional and culture-bond, the management of performance in MNEs is very important for the successful implementation of their business strategy. We focus on promotions and incentives as they are considered the two crucial aspects of any performance management system. Based on a multisource, temporal study spanning over 19 months, we test the interaction effect of promotion and annual incentives on employee outcomes. We conducted interviews with 15 senior officers in phase 2 to understand the inconsistencies in our findings. The contribution of the study to industry and academia is discussed.

Ratemo et. al., this study sought to investigate the effects of job promotion practices on employee performance in Kenya fo0restry Research Institute in Muguga, Kenya. The unit of analysis was the Kenya Forestry Research Institute in Muguga. A sample of 121 respondents was selected through stratified random sampling. A semi-structured questionnaire was used in collecting primary data. A pilot study was conducted to ensure the data collection tool is reliable. Analysis of qualitative data was carried out through thematic analysis. The results obtained were presented both in tables well as figures (pie charts and bar graphs). The study found that job promotion practices have a significant effect on employee performance at the Kenya

Forestry Research Institute. Further, the study found that employees acquire new skills through job promotion. Henceforth, the study recommends that Kenya Forest Research Institute Headquarters should consider the leadership abilities, and attitudes of staff and review past performance when promoting staff to improve on their overall competency skills.

Muyiggw and Kiyingi, (2022) alluded to the influence of professional development practices at Makerere and Kyambogo universities on the organizational commitment of the academic staff. The study used a descriptive cross-sectional survey design with both qualitative and quantitative approaches, with a study sample of 320 academic staff from both Makerere and Kyambogo universities, selected using simple random and purposive sampling techniques. The study data were analyzed using person product moment correlation coefficient and regression analysis, whereas qualitative data were thematically analyzed. Further analysis was done using structural Equation Modeling (SME). The human capital theory and the Equity theory guide the study. SEM showed that horizontal promotion as an avenue of staff promotions had an insignificant positive direct influence on organizational commitment ($=0.002, p=0.972>0.0.05). While informal learning as a professional development practice has an insignificant direct effect on organizational commitment ($=0.003, p= 0.537>0.05).

Williams and Matoka (2023) looked at how promotions affected police personnel's job satisfaction. The goal of the study was to determine how promotions affected the job satisfaction of police personnel in Arusha city. The study used a descriptive approach to case study design and quantitative methodology. The study used 194

samples obtained from a population of 500 police officers working at Arusha Central. Simple random sampling was applied. According to the study, promotions are statistically significant and positively correlated with law enforcement personnel's job satisfaction. According to the study, objective promotion decisions should be made and opportunities should be presented to capable police officers at the appropriate moment to increase police officers' motivation and job satisfaction.

2.5 Research Gap

While the existing literatures have explored the relationship between motivations and work performance in various occupational setting as pinpointed by studied such sRavieer, *et al.,* (2021) and Putra, *et al* (2022). There is a notable dearth of research specifically addressing the impacts of motivation on work performance among health workers in the Uyui District. The existing literatures has primarily focused on the general workforce motivate or specific healthcare setting in different regions, neglecting the unique context and challenges faced by health workers in Uyui District. Moreover, understanding the dynamics of motivation and its direct influence on worker performance is crucial in the healthcare sector, where the stakes are high and the quality-of-service delivery affects public health outcomes. The lack of research in this specific geographic and occupational context hinders the development of targeted intervention and polices that could enhance motivation and subsequently improved work performance among health workers. therefore, this shows that there is a need for research to be conducted to assess the impacts of motivation on the employee performance in health sector.

2.6 Conceptual Framework

This is theoretical structure or systematic representation of the concepts, ideas that guides and informs the research process. It serves as a foundation for understanding the relationship between various elements within a study. The conceptual framework is used in determining the existing relationship between research variables which are independent variable and dependent variable described as Figure 2.1 below.

Independent Variables   **Dependent**

Working Environment
- Material Availability
- Infrastructures
- Knowledge Enhancement

Promotions Practices
- Shifting of Position
- Work Rotation
- Change of Department

Performance of Health Workers

Recognition Practices
- Engagement
- Rewards
- Appreciation
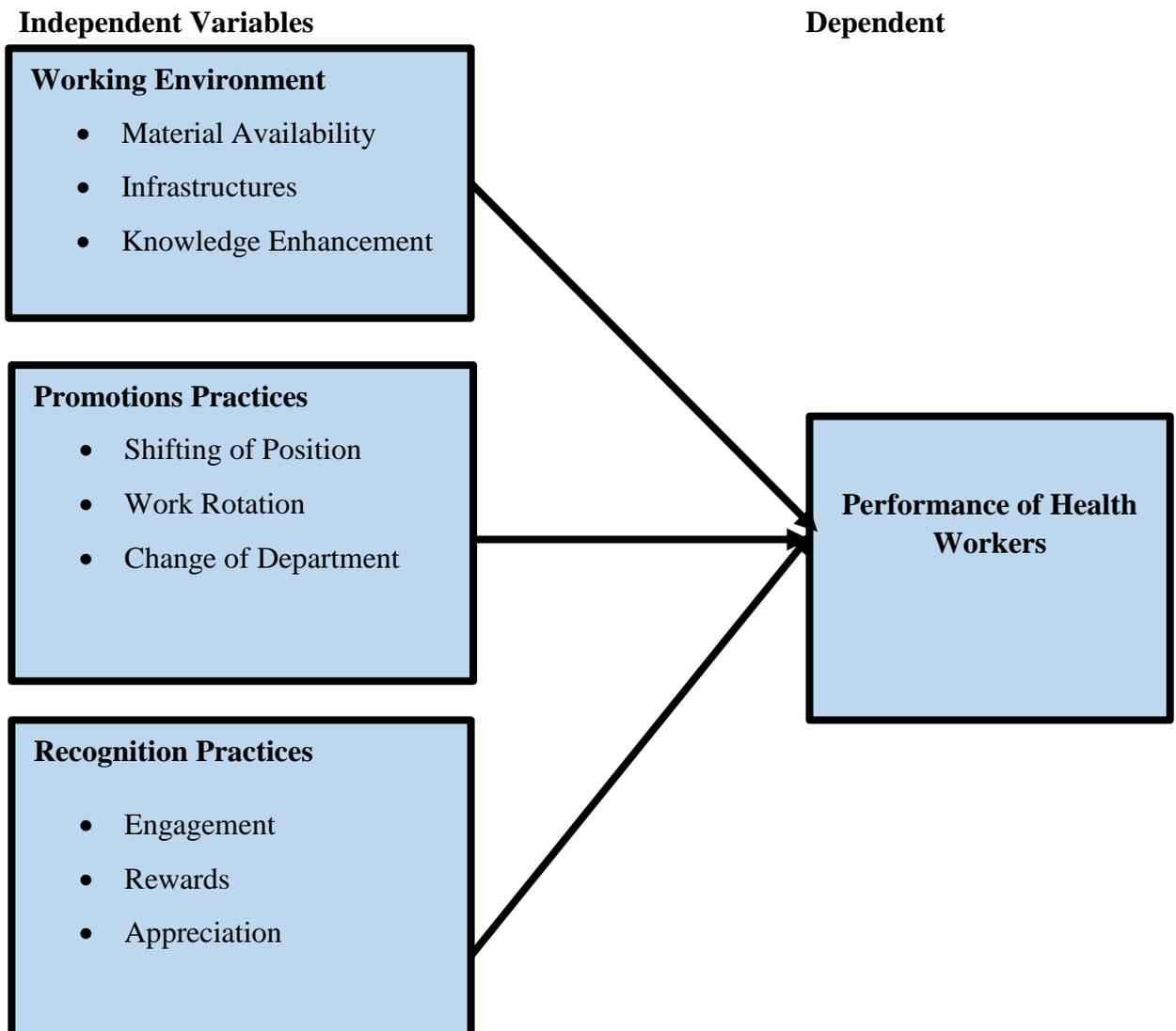
Figure 2. 1 Conceptual Framework

Source; Adopted from Herzberg Motivation Theory (1950)

From the conceptual framework above there are two researcher variables namely independent variables and dependent variable whereby independent variables were working environment which is determined by material availability, infrastructures and knowledge enhancement. Another independent variable is promotion practices which is determined by shifting position, work rotations and change of department. independent variable is recognition practices which is determined by engagement, rewards and appreciations. On the other hand, the dependent variable was employee performance. Therefore, through the conceptual framework the researcher aims to determine the relationship between motivations practices and employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research approach, the research design and study area, it also covers the study area, targeted population, the sample size and sampling technique. Moreover, the chapter provide for the data collection methods, validity and reliability, data analysis and ethical considerations which are described in the sections below.

3.2 Research Philosophy

In this study a positivism philosophy was employed, a positivism philosophy is a research philosophy that emphasizes the scientific method as the ideal approach to conducting research (Kothari, 2008). This philosophy is associated with the belief in an objective and observable reality that can be studied and understood through systematic and empirical observation (Kumar, 2011). This philosophy enables the researcher to employ quantitative research techniques in determining the existing

relationship between independent variable namely motivation and the dependent variable namely organizational performance.

3.3 Research Design

In this study the researcher employed a descriptive research design, as a design that aims to provide a detailed account of phenomenon or describe the characteristics of a group or situation (Creswell, 2012). Through descriptive research design the researcher can conduct a systematic observation of research problem by attempting to establish their casual relationships. This design allowed the researcher to collect quantitative data through questionnaires and analyses them by using quantitative techniques to arrive at the intended conclusion (Kothari, 2008).

3.4 Description of the Study Area

Uyui District is among the six districts of Tabora region, most of the district are located in the central part of Tabora region and surround Tabora Urban/Municipal council. The district shares border with Igunga and Nzega district in the North, Sikonge district in the South. Urambo on the west and Iramba of Singida region lies on the eastern side of the district. In terms international identification, the district of Singida region lies between latitude $05^{0}04$' and $06^{0}15$' south of the equator and between longitude $32^{0}15$' and $32^{0}00$' east of Greenwich and a total area of 12,453 Kms. Uyui district was selected because there are challenges facing health sector in the area such as insufficient number of employees, also there are challenges associated with low level of employee performance in health sector respectively. Also, there are working environmental challenges which affects employee

performance. Therefore, it was important that this study is conducted to assess the impacts of motivation on employee performance in health sector respectively.

3.5 Target Population, Sample Size and Sampling Techniques

This section provides a description of the targeted population, sample size and sampling techniques which guided this research study as provided in the subsections below.

3.5.1 Targeted Population

Uyui district has government 1 hospital, 3 government health centers 17 government dispensaries with 109 employees. In the financial Year 2021/2022 there were 50 employees who were allocated to Uyui District and this makes the total number of employees in health department to be 159. Thus, the targeted population of this study was 159 from which the same size for this study was obtained.

3.5.2 Sample Size

Since the sample size of the researcher implies the representation of the targeted population, because the information obtained from the sample size reflect the belief of the entire population. The sample size of this study was obtained by using Yamane (1967) formula as provide below;

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

Where;

n = Sample Size

N = Targeted Population

e = error term

Thus

$$n = \frac{159}{1 + 159(0.5)^2}$$

$$n = \frac{159}{1 + 159(0.0025)}$$

$$n = \frac{159}{1 + 159(0.0025)}$$

$$n = \frac{159}{1.3975}$$

n = 113.7

Therefore, the sample size of this study was 114.

Table 3. 1Sample Size Distribution

Category	Sample Size	Per cent	Sampling Technique
Administration	2	1.8	Purposive Sampling
Human Resource Officials	2	1.8	Purposive sampling
Healthcare staff members	110	96.4	Simple random
Total	**114**	**100**	

Source; Human Resource Department Uyui District (2022/2023)

3.5.3 Sampling Techniques

Sampling techniques refers to the methods used to select a subset of elements or individuals from a larger population for the purpose of making inference or generalization about the entire population. There are different sampling techniques but, in this study, only simple random sampling technique was used as described below.

3.5.3.1 Simple Random Sampling Techniques

This is a sampling technique in which every member of the population has an equal chance of being selected. This process was achieved through random number generation or random process. This process was useful in selecting110 respondents from among Staff members of the health department in Uyui District. This method is useful because it helped to reduce bias and to enhance effectiveness data collection.

3.6 Data Collection Methods

Normally in conducting researcher studies, researcher employs different methods of data collection depending on the nature of study being undertaken. In this study data was obtained from primary sources only.

3.6.1 Primary Data

For the purpose of this study primary data was collected through questionnaires and interview which are clearly described in the following subsections.

3.7 Data Collection Tools

3.7.1 Questionnaires

This was applicable to the employees and workers of the Uyui District Council. Questionnaires is normally employed to collect quantitative data. In this study the researcher employed a Likert scale questionnaire which contains Five Ratings from 1 − 5 meaning from Strongly disagree − strongly agree. In the data collection process questionnaire were administered to 114 respondents. This method is used because it forms the base for quantitative research and also it allowed collection of much information in a short period of time.

3.8 Validity and Reliability of Data

3.8.1 Reliability of Data

Basically, reliability is concerned with consistency in the production of the results and refers to the requirement that, at least in principle, another study or the same study on another occasion, should be able to replicate the original piece of the study and achieve comparable evidence or results, with similar or same study population. A reliability coefficient of at least 0.7 was considered high enough for the instruments to be used for the study (Kothari, 2004). The purpose of this was to find out as to whether these instruments of data collection needed improvement for the purpose of data collection process.

3.8.2 Validity of Data

To test the validity of the research instruments, the questionnaires were prepared and submitted to the supervisors for cross checking and also assess the reliance on the content. The questionnaires were pre-tested through a pilot study; the tools were modified to free them from any ambiguity. Feedback obtained from the pilot study assisted the study in revising the instrument of data collection to ensure that it covers the objectives of the study. In a case where it was discovered that the items in the questionnaire are difficult for the respondents, they were rectified accordingly.

3.9 Data Analysis

Data were analyzed using Statistical Package for Social Science (SPSS), this method were used to analyze data from quantitative research. In the data collection process, the researcher performed a factors analysis through Exploratory Factor Analysis (EFA) for the constructs of indicators. The researcher employed inferential statistics and lastly employed a multiple regression analysis model as shown below in order to determine the relationship between research variables.

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + \varepsilon \dots\dots\dots\dots\dots\dots\dots eq1$$

$$WP = a + B_1WE + B_2PP + B_3RP + \varepsilon \dots\dots\dots\dots\dots\dots eq2$$

WP   =   Work Performance

WE   =   Working Environment

PP   =   Promotions Practices

RP   =   Recognition Practices

Y   =   Dependent Variable

a   =   Constant

ε   =   Error Term

3.11 Ethical Consideration

Research ethics include the procedural protocol that the researcher adhered to in carrying out the study. Ethical considerations were observed during data collection in different ways. Before the researcher visits the area for data collection, permission was sought from prospective administrative organs. Consent of the respondents was sought and obtained, also data collected shall be treated as confidential. The researcher observed rules of plagiarism since every cited material was properly acknowledged.

CHAPTER FOUR

ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter deals with analysis of data, presentation of findings and discussion in relation to the impact of motivation on work performance among health workers at Uyui district, Tanzania. In this study the researcher collected data using questionnaires which were administered to the employee of the selected health workers. Thus, data analysis was guided by the specific objectives such as to determine the effects of working environment on the performance of health workers, to examine effects of promotions practices on the performance of health workers and to examine the effects of recognition practices on employees' performance of health workers. In the analysis of data, the researcher determined the response rate, demographic characteristics of the respondents, and descriptive statistics based on the research objectives. The researcher also performed inferential statistics, correlation analysis and multiple regression analysis to establish the impacts of motivation and performance of pf health workers.

4.2 Response Rate

In this study the researcher intended to collect data from 114 respondents, hence 114 questionnaires were administered for the data collection process. However, during data collection process only 105 questionnaires were collected from the respondents, thus data were analyzed based on 105 questionnaires which makes it 92.1%. According to This response rate was sufficient to allow the research to analyze the data collected. According to Babbie, (2015) the adequate response rate for data analysis is 60% which is considered a good response rate. On the other hand, Cooper and Schindler (2003) recommended a response rate of 70% for data analysis.

4.2 Demographic Characteristics of the Respondents

In this subsection this study analyses data based on the demographic characteristics of the respondents who participated in this study such as gender of the respondents, education level of the respondents, occupation and working experience as presented in Table 4.1.

4.2.1 Gender of the Respondents

Table 4.1, shows that 54.3% of the respondents who participated in this study were male, while 45.7% of the respondents were female. Thus, it can be established that most of the respondents who participated in this study were male compared to female. The findings this pinpointed that in among health care officials there were more male participants compared to female participants than female.

4.2.2 Age of the Respondents

Table 4.1, shows that the respondents who participated in this study 1.0% of the respondents had the age under 18 years, also 53.3% of the respondents who participated in this study had the age of between 18 – 24 years. Moreover, 11.4% of the respondents who participated intis study aged between 25 – 34 years. On the other hand, 9.5% of the respondents aged between 35 – 44 years, while 19.0% of the respondents aged between 45 – 54 years and lastly 5.7% of the respondents aged 55 years and above.

4.2.3 Occupation of the Respondents

Table 4.1, show that 24.8% of the respondents were doctors, also it was noted that 45.7% of the respondents were nurses and 24.8% of the respondent were specialist while only 4.8% of the respondents were employee in other department of the health centers in Uyui District who also participated in this study.

Table 4. 1Demographic Characteristic of the Respondents

Character	Category	Frequency	Percent
Gender	Male	57	54.3
	Female	48	45.7
	Total	**105**	**100.0**
Age	Under 18 Years	1	1.0
	18 - 24 Years	56	53.3
	25 - 34 Years	12	11.4
	35 - 44 Years	10	9.5
	45 - 54 Years	20	19.0
	55+ Years	6	5.7
	Total	**105**	**100.0**
Occupation	Doctor	26	24.8
	Nurse	48	45.7
	Specialists	26	24.8
	Other	5	4.8
	Total	**105**	**100.0**
Working Experience	1 - 5 Years	44	41.9

	6 - 10 Years	30	28.6
	11 Years	31	29.5
	Total	**105**	**100.0**

Source: Field Data (2024)

4.3 Descriptive Statistics Analysis on the Research Variables

The researcher intended to presents the summarization of the results obtained through question by using descriptive statistics. Hence the researcher employed descriptive analysis as the initial analysis for each and every research variable as presented in the following subsections.

4.3.1 Descriptive Statistics for Working Environment

In this section the research presents findings on the effects of working environment on the performance of health workers. The results were analyzed using descriptive statistics shown Mean and Standard Deviation Values for the determinants of working environment. The results obtained shows that a positive and supportive working environment can contribute to higher job satisfaction among health workers, had Mean = 3.14, SD = 1.130. The working environment significantly influences the quality of patient care, had Mean = 3.81 and SD = 1.075. Health workers are more likely to stay in their positions when the working environment is positive and supportive, had Mean = 3.71 and SD = 1.284. A supportive working environment encourages continuous learning and skill enhancement, had Mean = 3.87 and SD = 1.075. The physical conditions of the workplace, including lighting, ventilation, and ergonomics, can impact health workers' performance and well-being, had Mean =

3.18 and SD = 1.075. A healthy work-life balance is crucial for the well-being of health workers, had Mean = 3.99 and SD 1.052.

From the overall findings, it was shown that overall Mean= 3.751 and Standard Deviation of 1.105. These results show that working environment is an important aspect for the employees, as supported by Ravieer, *et al.,* (2021) who suggested that workload (demands), relationship with peers, management and services users, and how change was communicated were 'the main difficulties cited. meanwhile Hafeez, *et, al* (2029) suggested that physical and behavioral Environmental factors are positively affecting EH and EH is positively affecting EP. Results of the study revealed that: employee health is mediating the relationship between workplace environment factors and employee performance, as presented in Table 4.2.

Table 4. 2 Working Environment

Working Environment	N	Mean	SD
A positive and supportive working environment can contribute to higher job satisfaction among health workers	105	3.14	1.130
Adequate resources, modern facilities, and a well-maintained workplace can enhance overall job satisfaction.	105	3.81	1.075
The working environment significantly influences the quality of patient care.	105	3.71	1.284
Health workers are more likely to stay in their positions when the working environment is positive and supportive.	105	3.93	1.049
A supportive working environment encourages continuous learning and skill enhancement.	105	3.87	1.075
The physical conditions of the workplace, including lighting, ventilation, and ergonomics, can impact health workers' performance and well-being.	105	3.81	1.075
A healthy work-life balance is crucial for the well-being of health workers.	105	3.99	1.052
Overall	105	3.751	1.105

Source; Field Data (2024)

4.3.2 Descriptive Statistics for Promotions Practices

The researcher in this study also determined the effect of promotions practices on the performance of employee in health sector. Data collected for this study were analyzed using descriptive statistics showing Mean and Standard Deviation, as presented in Table 4.3. The results of this study shows that fair and transparent promotion practices can motivate health workers, had a Mean = 3.81 and SD = 1.075. When employees see a clear path for career advancement, it can boost their morale and job satisfaction, had Mean = 3.71 and SD = 1.284, the results also shows that health workers are more likely to stay with an organization that recognizes and rewards their contributions, had Mean = 3.93 and SD = 1.049. Promotions often come with opportunities for skill development and training, had Mean = 3.87 and SD = 1.075. On the other hand, Well-managed promotions can positively influence team dynamics by promoting a sense of fairness and healthy competition, had Mean = 3.81 and SD =1.075. Unfair promotion practices can create resentment and tension within the team, had Mean = 4.04 and SD = 1.046. Reinforcement of the idea that hard work and dedication are recognized and rewarded had Mean = 4.02 and SD = 1.301.

The results obtained in this study shows that overall findings of this study revealed that promotion practices are another important aspect in the in enhancing employee performance, these results are also supported by Rahaman & Addin, (2022), who suggested that promotion and effective job training will certainly enhance employees' job satisfaction. The study has also offered a few strategic implications for SME business managers, meanwhile Muyiggw & Kiyingi, (2022), opines that,

horizontal promotion as an avenue of staff promotions had an insignificant positive direct influence on organizational commitments, also Williams & Matoka (2023), suggested that promotions are statistically significant and positively correlated with law enforcement personnel's job satisfaction.

Table 4. 3Descriptive Statistics for the Promotion Practices

Promotions Practices	N	Mean	SD
Fair and transparent promotion practices can motivate health workers.	105	3.81	1.075
When employees see a clear path for career advancement, it can boost their morale and job satisfaction.	105	3.71	1.284
Health workers are more likely to stay with an organization that recognizes and rewards their contributions.	105	3.93	1.049
Promotions often come with opportunities for skill development and training.	105	3.87	1.075
Well-managed promotions can positively influence team dynamics by promoting a sense of fairness and healthy competition.	105	3.81	1.075
Unfair promotion practices can create resentment and tension within the team.	105	4.04	1.046
It reinforces the idea that hard work and dedication are recognized and rewarded.	105	4.02	1.301
Overall	**105**	**3.88**	**1.129**

Source; Field Data (2024)

4.3.3 Descriptive Statistics for Recognition Practices

The researcher also determined the effects of recognition practices on the employee performance. Data for this objective was analyzed using descriptive statistic showing Mean and Standard Deviation and the results obtained were presented in Table 4.4.

The findings obtained were shows that recognition for a job well done can boost health workers' motivation and engagement, had Mean = 3.70 and SD = 1.100, Regular and meaningful recognition contributes to job satisfaction among health workers had Mean 4.02 and SD = 1.047, Recognition practices can positively affect the overall morale and well-being of health workers, had Mean = 3.71 and SD = 1.284. Also, recognized employees are often more motivated to perform at their best, had Mean = 3.81 and SD = 1.075, Recognition practices can contribute to a positive employer brand and make the organization an attractive place to work, had Mean = 4.02 and SD =1.301, Recognition practices contribute to the development of a positive organizational culture, had Mean = 3.71 and SD = 1.284, Lastly, Recognized employees may feel empowered to contribute innovative ideas and solutions had Mean = 3.81 and SD = 1.075.

The results show that overall findings of this study shows that Mean value was 3.825 and Standard Deviation was 1.166, this means that recognition is another important aspect of motivation which affects performance of employee in health sector. The results are also supported by Nor, et al (2020), revealed positive and significant effects of recognition practice on employee performance in Kenya context. Furthermore, this study used process Marco and found the partial mediating effect of work engagement on the relationship between recognition practice and employee performance, moreover it was noted that Obogo, (2022) recommended enhancement of the current motivation package by independent variables such as promotion, recognition, reward, and support for career achievement so as they increase employee performance.

Table 4. 4Descriptive Statistics for Recognition Practices

Recognition Practices	N	Mean	SD
Recognition for a job well done can boost health workers' motivation and engagement.	105	3.70	1.100
Regular and meaningful recognition contributes to job satisfaction among health workers.	105	4.02	1.047
Recognition practices can positively affect the overall morale and well-being of health workers.	105	3.71	1.284
Recognized employees are often more motivated to perform at their best.	105	3.81	1.075
Recognition practices can contribute to a positive employer brand and make the organization an attractive place to work.	105	4.02	1.301
Recognition practices contribute to the development of a positive organizational culture.	105	3.71	1.284
Recognized employees may feel empowered to contribute innovative ideas and solutions.	105	3.81	1.075
Overall	**105**	**3.825**	**1.166**

Source; Field Data (2024)

4.3.4 Descriptive Statistics for Performance of Healthcare Workers

The dependent variable for this study was performance of healthcare workers, data for this variable was analyzed using descriptive statistics and the results were presented in Table 4.5. The results obtained shows that, I feel motivated to perform well in my role at work had Mean = 3.71 and SD = 1.284, The recognition and appreciation I receive at work positively impact my motivation, had Mean = 3.93 and SD = 1.049. On the other hand, I find the work environment conducive to maintaining high levels of motivation, had Mean = 3.87 and SD = 1.075. Moreover, I believe my overall performance meets or exceeds the expectations of my role had Mean = 3.81 and SD = 1.075. I have the necessary resources and support to perform my job effectively, had mean = 4.04 and SD = 1.046, Lastly, the work environment facilitates optimal performance, had Mean = 2.77 and SD = 1.429. The findings of this study revealed that overall Mean was 3.688 and SD was 1.159, this means that the respondents agree on the determinant's employee performance. The results which are also supported by Mbambe, (2021) who pinpointed that employee performance refers to the level of achievement, effectiveness, and contribution of an individual

employee in fulfilling their job responsibilities and achieving organizational goals, meanwhile Rahaman & Addin, (2022), revealed that the role of the supervisor in supporting health workers plays a vital role in their performance as the study revealed that if the supervisor-employee relation is positive tends to affect employee performance.

Table 4. 5Descriptive Statistics on Performance of Healthcare Workers

Performance of Healthcare Workers	N	Mean	SD
I feel motivated to perform well in my role at work	105	3.71	1.284
The recognition and appreciation I receive at work positively impact my motivation.	105	3.93	1.049
I find the work environment conducive to maintaining high levels of motivation	105	3.87	1.075
I believe my overall performance meets or exceeds the expectations of my role	105	3.81	1.075
I have the necessary resources and support to perform my job effectively.	105	4.04	1.046
The work environment facilitates optimal performance.	105	2.77	1.429
Valid N (listwise)	**105**	**3.688**	**1.159**

Source: Field Data 2024)

4.4 Inferential statistical Analysis

The researcher conducted advanced statistical analysis especially regression analysis so as to infer the relationship between the variables in detecting the most significant variables that affect and influence the consumer buying behavior. The study conducted a test of the confirmation of parametric assumption as per pre-requisite of running regression analysis (Osborne, 2016). These were: data cleaning, detecting of outliers, normality test and multicollinearity tests.

4.5 Factor Analysis (EFA) Tests

Factor analysis is important to confirm the factor loadings and to ensure they all measure the same thing (Osborne, 2016). The researcher decided to run factor analysis (EFA) so as to confirm the factor loadings and to justifying merging the items ready for regression. When running EFA, the items that do not connect well with the others or those with lower loading below the suggested benchmarks are normally eliminated (Osborne, 2016). The first results for EFA is shown on the table 4.6 and the results show that factors such as WE7, PP5, RP1and EP6 had loading below 0.6 as in Table 4.6 below.

Table 4. 6 Exploratory Factor Analysis Results

Variable	Extraction			
WE1	.385			
WE2	.997			
WE3	.992			
WE4	.989			
WE5	.996			

WE6	.997			
WE7	.509			
PP1		.997		
PP2		.992		
PP3		.989		
PP4		.996		
PP5		.597		
PP6		.880		
PP7		.865		
RP1			.660	
RP2			.501	
RP3			.992	
RP4			.997	
RP5			.865	
RP6			.992	
RP7			.997	
EP1				.992
EP2				.989
EP3				.996
EP4				.997
EP5				.880
EP6				.502

Source: Field Data (2024)

4.5 Kaiser Meyer Oklin (KMO)

Additionally, Kaiser Meyer Oklin (KMO) and also Bartlett's Test of Sphericity were checked concurrently with EFA. KMO is a measure of sampling adequacy and which produces a confirmation of the indicators in the constructs was performed and the results showed that KMO value of .788 and Bartlett's Test of Sphericity was Approx. Chi-Square was 3635.204 which was significant at.000 (Table 4.7). The results showed acceptable sampling adequacy as per O'Brien and Scott (2012) on EFA and sampling criteria. They suggested that a KMO of above 50% (0.50) with Sig. value of .000 is deemed adequate for factor loading and hence the study can proceed for further parametric analysis.

Table 4.7 Kaiser Meyer Oklin (KMO)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.835
Bartlett's Test of	Approx. Chi-Square	330.151

Sphericity	Df	6
	Sig.	.000

Source; Field Data (2024)

4.7 Checking Parametric Assumptions

This study aligned with the requirements of other scholars who recommend to check for parametric assumptions and to re-confirm before running regression analysis. The suggested parametric assumptions include normality, outliers' detection, sample size estimation and; linearity and multicollinearity tests. These assumptions are confirmed in the next sections that follow.

4.7.1 Normality Test

Normality test is a test conducted to determine if a data set is well-modeled and it shows a normal distribution curve (Kumar et al., 2013). Therefore, Skewness and Kurtosis tests were conducted to test the normality of the data on all the indicators on the questionnaire. The results showed that the minimum value for skewness was -.299 and the maximum was .042 while Kurtosis values were 1.092 and 2.282 for minimum and maximum values respectively. Hence, it can be concluded that the data was normally distributed and Regression analysis can be done on the data (O'Brien and Scott 2012).

Table 4. 8Normality Test

	N	Mean	Std. D	Skewness		Kurtosis	
	Stat	**Stat**	**Stat**	**Stat**	**Std. Error**	**Stat**	**Std. Error**
EP	105	22.1333	3.48090	.042	.236	1.092	.467
WE	105	25.2667	3.47869	-.343	.236	1.149	.467
PP	105	27.1905	3.93235	-.299	.236	1.293	.467
RP	105	26.7905	4.26456	-.317	.236	2.282	.467

Valid N (listwise)	105						

Source: Field Data

4.7.2 Linearity

The fourth step the study tested for linearity of data. This procedure had intention to find whether the data can portray a linear relationship between the independent and dependent variables (Conway and Huffcutt, 2003). Since the study aimed to run the linear regression, it becomes important to ensure that the data falls within the category of the equation of the straight line (Malhotra, 2009). To ensure that, the study had to run a Pearson correlation (r) test, the results were presented in Table 4.9. The results obtained were as follows the overall correlation between motivation and employee performance was 0.01 meaning that it was positive and significant. More specifically Working Environment scored (r (105)>.778, p, <.000), this means that Working Environment has positive correlation on the employee performance. Also, Promotion Practices (PP), scored (r (105)>.788, p<.000) this also means that there is a positive correlation between promotion practices and employee performance and lastly Recognition Practices (RR) scored (r (105)>.777, p<.000) has positive correlation to the employee performance.

Table 4. 9Linearity Test

		EP	WE	PP	RP
EP	Correlation (r)	1			
	Sig. (2-tailed)				
	N	105			
WE	Correlation (r)	.778[**]	1		
	Sig. (2-tailed)	.000			
	N	105	105		
PP	Correlation (r)	.814[**]	.788[**]	1	

	Sig. (2-tailed)	.000	.000		
	N	105	105	105	
RP	Correlation (r)	.672**	.733**	.777**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	105	105	105	105
**. Correlation is significant at the 0.01 level (2-tailed).					

4.7.3 Homoscedasticity

This test assumes equal variance of error exists among independent variable thus provide wide room to assume consistency spread of error among variables (Stevens, 2009). Scatter plot of standardized residuals versus predicted values was plotted to check whether Homoscedasticity was satisfied as suggested by Stevenes (2009). Homoscedasticity test was statistically satisfied as scatter plot depicts random scatter of residuals around horizontal (line). Osborne and Water 2002 claims homoscedasticity can be examined when there is random scatter residual around the horizontal line as depicted in Figure 4.1.
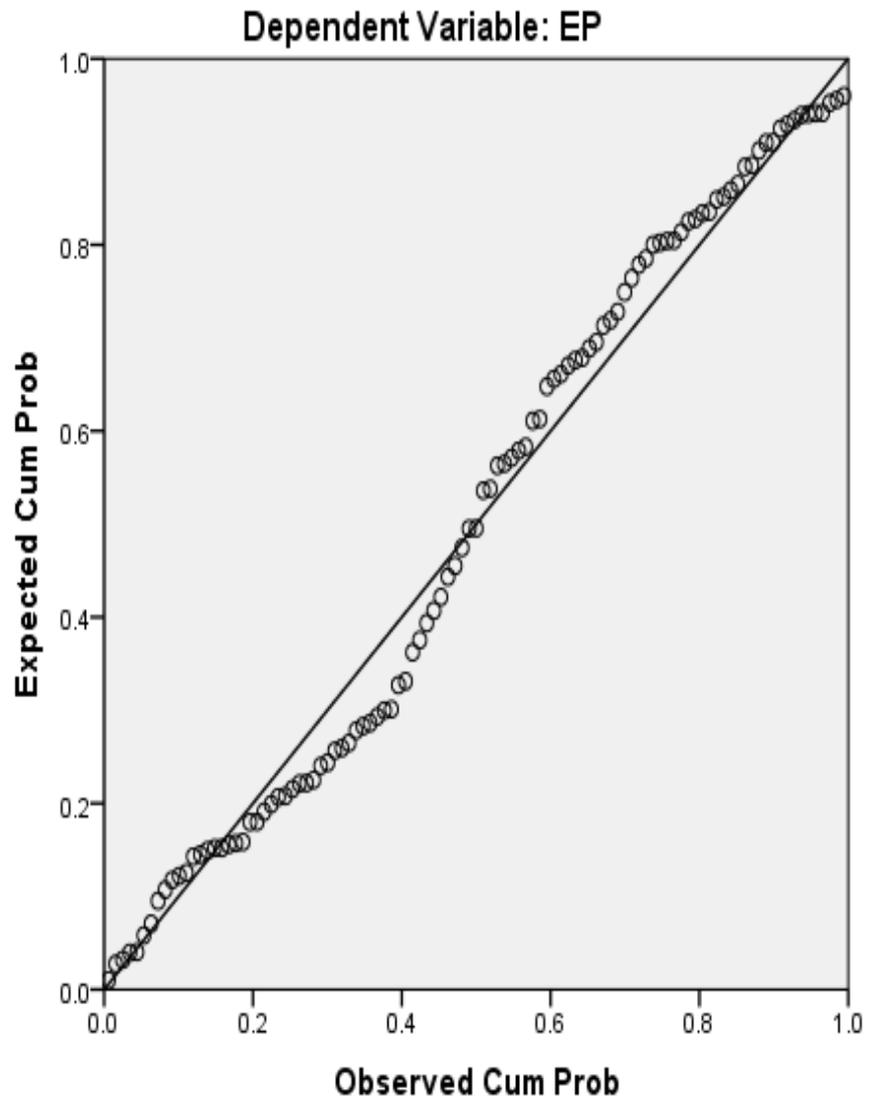
Figure 4. 1Homoscedasticity Test

Source; Field Data (2024)

4.8 Multiple Regression Analysis

The researcher, run linear regression with the purpose of confirming the most significant factor for employee performance. The study considered three main

variables namely Working Environment, Promotion Practices and Recognition Practices. The study considered to run Multiple Linear Regression (MLR) which characterizes by considering the three variables concurrently on one dependent variable. The initial regression results usually have the intention to confirm the model acceptance of the variables if the measures the dependent variable (Hair et al., 2010). Table 4.10 shows that the three independent variables namely (WE, PP, RP) have a combined factor loading of .744 (approximately 74.4%) that is the explanation of the regression equation. The R square value was loaded at .612 (approximately 61.2%) and Adjusted R square of .604 (approximately 60.4%) which means the remaining percentage could be explained by additional other factors which are outside the suggested ones (Malhotra, 2009). According to Saunders et, al (2016), suggested that the value of R-Square value should be between 50% and 70% imply a moderate effect of the independent variable on the dependent variables.

Table 4. 10 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.744[a]	.612	.604	1.89529	1.542

a. Predictors: (Constant), RP, WE, PP
b. Dependent Variable: EP

The F-test was also run concurrently in the SPSS to confirm further analysis on the within and between groups of variables (Malhotra, 2009). In other words, Analysis of Variance (ANOVA) was performed. In essence, ANOVA testifies the interaction effects between variables, between and within the groups; to confirm and to relate the mean values of the variables Malhotra, 2009). The F-test was 83.268 which were

statistically significant as the p-value was .000. The final regression results are presented in Table 4.11 below.

Table 4. 11 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regressio n	897.328	3	299.109	83.268	.000[b]
	Residual	362.805	101	3.592		
	Total	1260.133	104			
a. Dependent Variable: EP						
b. Predictors: (Constant), RP, WE, PP						

Source: Field Data (2024)

The final regression results show the regression coefficients which can be summarized in the equation below.

$Y = .279 + 0.363WE + 0.477PP + -0.10RP + \varepsilon$

The interpretation of the above equation means that employee performance as the dependent variable can be affected by three motivational factors such as Working Environment (WE), Promotion Practices (PP) and Recognition Practices (RP). The effect of the interaction depends on each factor when other factors are help constant as follow (WE = 0.363 + PP = 0.477 + RP = -0.10). The variables have positive relationship except for one variable namely recognition practices which was insignificant as presented in Table 4.12.

Table 4. 12 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.279	1.413		.197	.844
	WE	.363	.091	.363	3.975	.000
	PP	.477	.087	.539	5.463	.000
	RP	-.010	.073	-.013	-.141	.888
a. Dependent Variable: EP						

Source: Field Data (2024)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the findings, conclusion and recommendations, the chapter also presents implications of the research, and area for further study as presented in the following subsections below.

5.2 Summary of Findings

This section presents the summary of the research findings based on the research objectives as follows.

5.2.1 Effects of Working Environment on the Performance of Health Workers

The working environment for health workers is a paramount important due to the unique nature of their roles and responsibilities. The results of this study shows that prioritizing working environment and creating a supportive, safe and conducive working environment, health care facilities can empower their staff to provide high quality care while safeguarding their health well – being and professional satisfaction. The results obtained through descriptive statistics showed that a positive and supportive working environment can contribute to higher job satisfaction among health workers. The working environment significantly influences the quality of patient care. Health workers are more likely to stay in their positions when the working environment is positive and supportive. A supportive working environment encourages continuous learning and skill enhancement, the physical conditions of the

workplace, including lighting, ventilation, and ergonomics, can impact health workers' performance and well-being, a healthy work-life balance is crucial for the well-being of health workers. From the overall findings, it was shown that overall Mean and Standard Deviation confirms that working environment is an important aspect for the employees,

5.2.2 Effects of Promotions Practices on the Performance of Health Workers

The results of this study also shows that promotion practices are another important aspect of employee motivation for health workers. The results findings also show that fair and transparent promotion practices can motivate health workers. When employees see a clear path for career advancement, it can boost their morale and job satisfaction, the results also show that health workers are more likely to stay with an organization that recognizes and rewards their contributions. Promotions often come with opportunities for skill development and training. Also, well-managed promotions can positively influence team dynamics by promoting a sense of fairness and healthy competition. Unfair promotion practices can create resentment and tension within the team. Reinforcement of the idea that hard work and dedication are recognized and rewarded. The results obtained in this study shows that overall findings of this study revealed that promotion practices are another important aspect in the in enhancing employee performance.

5.2.3 Effects of Recognition Practices on Employees' Performance of Health Workers

On the other hand, another motivational factor considered in this study was promotion practices. The study examined some recognition practices aspects and established that recognition for a job well done can boost health workers' motivation and engagement, regular and meaningful recognition contributes to job satisfaction among health worker recognition practices can positively affect the overall morale and well-being of health workers. Also, recognized employees are often more motivated to perform at their best. Recognition practices can contribute to a positive employer brand and make the organization an attractive place to work. Recognition practices contribute to the development of a positive organizational culture, Lastly, recognized employees may feel empowered to contribute innovative ideas and solutions. The general results of this study show that recognition practice is another important aspect of motivation which affects performance of employee in health sector.

5.3 Conclusion

From the summary of findings, the researcher concludes as follows;

5.3.1 Effects of working environment on the performance of health workers

Based on the research findings it can be established that working environment has profound impacts on the performance of health care workers. From the analysis made the researcher established that it is evident that a conducive work environment significantly contributes to enhancing the efficiency, productivity and overall well-

being of health professionals. Factors such as work place safety, organizational culture, workload management and social performance of health workers. Therefore, it can be concluded that it is important for the stakeholders in the health care sector to recognize the interconnectedness between the working environment and the quality of work they do. Moreover, working environment promotes staff satisfaction, professional development and work-life balance not only bolsters employee morale and retention but also enhances the overall effectiveness and efficiency of health services. By doing so it will pave a way for more resilient, responsive and compassionate healthcare system that prioritizes the well-being of both its workforce and the communities it serves. More results obtained through correlation analysis depicted a positive and significant relationship between work environment is positive and significant on the performance of healthcare workers. Moreover, the results obtained through multiple regression evidenced the existing positive relationship between work environment and employee performance.

5.3.2 Effects of Promotions Practices on the Performance of Health Workers

The findings obtained in this study illuminates the significant impacts of promotion practices on the performance of health workers within healthcare organizations. Through a comprehensive examination of various promotion strategies, it becomes evident that these practices play a crucial role in shaping the motivation, engagement and effectiveness healthcare professional. From the research findings it can be concluded that promotion practices serve as powerful incentives that not only recognizes and reward individuals' achievement. By providing clear pathways for progression and professional growth, healthcare institutions can cultivate a culture of

excellence and foster a sense of purpose and fulfilment among their workforce. The results obtained through correlation and multiple regression analysis in this study concludes that there is a positive and significant relationship between work environment and employee performance.

5.3.3 Effects of Recognition Practices on Employees' Performance of Health Workers

The researcher underscores the profound impact of recognition practices on the performance of health workers within healthcare setting. Through a comprehensive analysis of various recognition strategies, it becomes evident that these practices are pivotal in fostering a culture of appreciation, motivation and engagement among employees. The findings of this study shows that recognition is a powerful tool for acknowledging the hard work, dedication and contributions of health workers at all levels of the organizations. Whether through formal awards, verbal praise or symbolic gestures, recognition practices have the potential to boost morale, increase job satisfaction and inspired individuals to perform at their bests. Thus, it can be concluded that as healthcare system continues to evolve and face various challenges, it is imperative for stakeholders to prioritize and invest in recognition practices that recognize and celebrate the invaluable contributions of healthcare workers.

5.4 Implication of the Research Findings

The research obtained this study have implication in the following ways;

On policy implications; the findings of this study can inform policy decisions related to human resources management in the healthcare sector. Policymakers may consider

investing in training programs improving working conditions and providing incentives to enhance motivation among health workers.

The research findings underscore the importance of developing motivational strategies for health workers in Uyui District. Understanding the specific factors that motivates this particular group of workers can help healthcare administrators and policymakers design interventions that are most likely to be effective. The other implications of this research are reduction of burnout and turnover; that high level of motivation can help to reduce burnouts and turnover among the health workers. When workers are motivated, they are more likely to feel satisfied within their jobs, leading to higher retention rates and lower turnover, which in turn helps maintaining continuity of care.

A focus on motivation can contribute to creating a positive work environment within healthcare facilities. This can lead to higher morale among staff, improved teamwork and a sense of loyalty all of which contribute to a more supportive workplace culture.

5.5 Recommendations

This study put forward the following recommendations

5.5.1 Recommendation to the Human Resource Management

To ensure effective retention strategies for employees, the study recommends the provision of competitive compensation packages. This can be done by ensuring that salaries and benefits packages paid to the employees are competitive. Also, the administration of Uyui District Council should ensure offering bonuses and

performance-based incentives to reward and motivate employees in health sector and this will ensure employee loyalty to their job positions.

5.5.2 Recommendation to the Management and Administration

This study recommends the need to build stronger leadership, this can be done through the adoption and implementation of leadership styles. Moreover, the study recommends training for managers and leaders in the judiciary to enhance effective communication and leadership skills.

5.5.3 Recommendation to the Employees

This study recommends that should set their expectation, also there is a need to have clear communication of the job expectation and this can lead to improved performance standards. Moreover, the study recommends the observance of job descriptions as provided by the employer to create a sense of cooperation between the management and individual employees.

5.6 Recommendation for Further Study

After having conducted this study, the researcher recommends further study to be conducted in the following areas. Firstly, an analysis of the roles of the administration in the facilitation of the training and development programs for the employees in government authorities in Tanzania. This study will provide a detailed analysis of the position and roles that the administration has in ensuring the provision and implementation of the training and development program for the employees.

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APPENDICES

Appendix I: Questionnaire for Staff member of Health Department

I am Benjamin Mwailagila, a student of the open university of Tanzania, I am conducting research titled "**impact of motivation on work performance among health workers at Uyui district, Tanzania"** in partial fulfilment of the requirement of the award of the degree of master of human resource management of the Open University of Tanzania. This study is conducted for academic purposes only, thus will be treated as confidential.

PART A: Demographic Information

1. Gender

(a) Male

(b) Female

2. Age

(a) Under 18 Years

(b) 18 - 24 Years

(c) 25 - 34 Years

(d) 35 - 44 Years

(e) 45 - 54 Years

(f) 55+ Years

3. Occupation

(a) Doctor

(b) Nurse

(c) Specialists

(d) Other

4. Working Experience

(a) 1 - 5 Years

(b) 6 - 10 Years

(c) 11 Years

Respond to the following research question by ticking in the Likert Scale below where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

S/N	Working Environment	1	2	3	4	5
WE1	A positive and supportive working environment can contribute to higher job satisfaction among health workers					
WE2	Adequate resources, modern facilities, and a well-maintained workplace can enhance overall job satisfaction.					
WE3	The working environment significantly influences the quality of patient care.					
WE4	Health workers are more likely to stay in their positions when the working environment is positive and supportive.					
WE5	A supportive working environment encourages continuous learning and skill enhancement.					
WE6	The physical conditions of the workplace, including lighting, ventilation, and ergonomics, can impact health workers' performance and well-being.					
WE7	A healthy work-life balance is crucial for the well-being of health workers.					

S/N	Promotions Practices	1	2	3	4	5
PP1	Fair and transparent promotion practices can motivate health workers.					
PP2	When employees see a clear path for career advancement, it can boost their morale and job					

	satisfaction.					
PP3	Health workers are more likely to stay with an organization that recognizes and rewards their contributions.					
PP4	Promotions often come with opportunities for skill development and training.					
PP5	Well-managed promotions can positively influence team dynamics by promoting a sense of fairness and healthy competition.					
PP6	Unfair promotion practices can create resentment and tension within the team.					
PP7	It reinforces the idea that hard work and dedication are recognized and rewarded.					

S/N	Recognition Practices	1	2	3	4	5
RP1	Recognition for a job well done can boost health workers' motivation and engagement.					
RP2	Regular and meaningful recognition contributes to job satisfaction among health workers.					
RP3	Recognition practices can positively affect the overall morale and well-being of health workers.					
RP4	Recognized employees are often more motivated to perform at their best.					
RP5	Recognition practices can contribute to a positive employer brand and make the organization an attractive place to work.					
RP6	Recognition practices contribute to the development of a positive organizational culture.					
RP7	Recognized employees may feel empowered to contribute innovative ideas and solutions.					

S/N	Employee Performance	1	2	3	4	5
EP1	I feel motivated to perform well in my role at work					
EP2	The recognition and appreciation I receive at work positively impact my motivation.					
EP3	I find the work environment conducive to maintaining high levels of motivation					
EP4	I believe my overall performance meets or exceeds the expectations of my role					
EP5	I have the necessary resources and support to perform my job effectively.					

EP6	The work environment facilitates optimal performance.					
EP7	The organization provides opportunities for advancement and promotions based on performance.					