

**ROLE OF EMPLOYEES' MOTIVATION AS AN ACTIVE IMPETUS FOR
SERVICE QUALITY ENHANCEMENT IN THE TOURISM INDUSTRY:
A SURVEY OF TOURISM-RELATED ORGANIZATIONS IN DAR ES
SALAAM TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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CERTIFICATION

The undersigned certifies that she has read and at this moment recommends for acceptance by The Open University of Tanzania a dissertation entitled '**The Role Of Employees' Motivation as an Active Impetus for Service Quality Enhancement in Tourism Industry; A Case Study of Dar es Salaam Tanzania**' as a partial fulfillment of the requirements for the Degree of Master of Tourism Planning and Management (MTPM).

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DECLARATION

I **Londaga Ambakiye Ipyana**, declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard I declare this work as original mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Tourism Planning and Management (MTPM)

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Signature

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Date

DEDICATION

I dedicate this work to my family including my mother Adelina Ipyana, My lovely husband Emanuel Ndumukwa, and my children Chrispino, Caryn, Cornelius, and Calyssa. They gave me moral and material support throughout my academic journey. They always encouraged me to achieve higher academic excellence.

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ABSTRACT

The tourism industry is vital in Tanzania contributing to employment opportunities. Currently, the industry faces challenges in delivering service quality to customers. In contributing to these efforts, this study was carried out to examine ‘The Role of employee motivation as an Active Impetus for Service Quality Enhancement in the Tourism Industry’. A cross-sectional mixed survey design was used in which questionnaires and interviews were the main data collection tools. Respondents were randomly and purposively picked. Questionnaires and interview guide were the tools used to obtain 106 respondents. Descriptive and simple linear regression analysis was used to analyze quantitative data while qualitative data was analyzed and presented as quotes. The findings show that employers in the industry do not motivate employees extrinsically rather they use more intrinsic factors to motivate employees to deliver quality services. Simple regression analysis shows a negative relationship between extrinsic factors and service quality while a positive relationship was seen between intrinsic factors and service quality. Partial Least Squares software was used to examine the mediating effect of employee performance and results showed a negative mediating effect in the relationship between motivation and service quality. The study provides insights to tourism stakeholders on how to enhance service delivery through motivation. The study recommends that both extrinsic and intrinsic factors have to be executed in the industry to motivate employees to deliver quality services.

Keywords: *Employees Motivation, Employees Performance, Tourism Industry, Service Quality, Quality Enhancement.*

TABLE OF CONTENT

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
LIST OF TABLE	xiii
LIST OF FIGURE	xiv
LIST OF ABBREVIATION AND ACRONYMS	xv
CHAPTER ONE	1
CHAPTER ONE	1
1.1 Chapter Overview	1
1.2 Background to the research problem.....	1
1.3 Statement of the research problem.....	6
1.4 Research Objectives	7
1.4.1 General Objective.....	7
1.4.2 Specific Objectives.....	8
1.5 Research Questions	8
1.6 Significance of the Study	8
1.7 Organization of the Study	10
CHAPTER TWO	11
LITERATURE REVIEW.....	11
2.1 Chapter Overview	11

2.2	Definition of the key terms	11
2.2.1	Tourism	11
2.2.2	Motivation	12
2.2.3	Extrinsic Motivation	12
2.2.4	Intrinsic motivation	13
2.2.5	Employees performance.....	13
2.2.6	Service Quality.....	13
2.3	Theoretical Framework	14
2.3.1	Two Factor Theory, Herzberg, (1959)	14
2.4	Empirical Literature Review	16
2.4.1	The Influence of extrinsic factors in motivation on service quality.....	16
2.4.2	The Influence of intrinsic factors on service quality in tourism industry ...	19
2.4.3	The effect of employees' performance on service quality Enhancement ..	23
2.4.4	The mediating effects of employees performance (EP) in the relationship between Motivation factors and service quality enhancement (SQE)	25
2.5	Research Gap	28
2.6	Conceptual Framework	29
	CHAPTER THREE	31
	RESEARCH METHODOLOGY	31
3.1	Chapter Overview	31
3.2	Research philosophy	31
3.3	Research Approach	31
3.4	Research Design and Strategy.....	32
3.3	Research Approach	33

3.5	Description of the Study Area.....	33
3.6	Population and Sample Size.....	34
3.6.1	Targeted Population	34
3.6.2	Study Sample	35
3.7	Sampling Techniques	36
3.8	Data collection procedures	37
3.8.1	Data collection tools.....	37
3.8.1.1	Interview	38
3.8.1.2	Questionnaires.....	38
3.9	Data Processing and Analysis	38
3.10	Variables and Measurement Procedures	39
3.11	Validity and Reliability	39
3.12	Ethical Considerations	40
	CHAPTER FOUR.....	41
	FINDINGS	41
4.1	Chapter Overview	41
4.2	Questionnaires response from the targeted population	41
4.3	Respondents Demographic Characteristics.....	42
4.3.1	Gender of Respondents	42
4.3.2	Age of respondents.....	43
4.3.3	Marital status.....	44
4.3.4	Educational level.....	45
4.3.5	Occupation	46
4.3.6	Work experience	47

4.4	Validity and Reliability of the Study	48
4.5	Findings.....	49
4.5.1	The Influence of Extrinsic Factors (EF) in Motivation on Service Quality Enhancement (SQE) in Tourism Industry	49
4.5.1.1	Regression Analysis to examine the influence of extrinsic factors on service quality enhancement	52
4.5.2	The Influence of Intrinsic Factors (IF) in Motivation on Service.....	53
4.5.2.1	Regression Analysis to examine the influence of intrinsic factors on service quality enhancement	55
4.5.3	The effect of employees' performance (EP) and service quality enhancement.....	56
4.5.3.1	Regression Analysis to determine the relationship between employees Performance and service quality enhancement	59
4.5.4	The Mediating effect of employees' performance in the relationship	59
	CHAPTER FIVE.....	62
	DISCUSSION OF THE FINDINGS	62
5.1	Chapter Overview	62
5.2	The Influence of Extrinsic Factors (EF) in Motivation on Service.....	62
5.3	The Influence of Intrinsic Factors (EF) in Motivation on Service.....	64
5.4	The effect of employees' performance (EP) and service	65
5.5	The mediating effect of employees motivation in the relationship between motivational factors and service quality enhancement.	66
	CHAPTER SIX	67
	CONCLUSION AND RECOMMENDATIONS	67

6.1	Conclusion	67
6.2	The Influence of Extrinsic Factors (EF) in Motivation on Service Quality Enhancement (SQE) in tourism industry	67
6.3	The Influence of Intrinsic Factors (EF) in Motivation on Service.....	68
6.4	The Effect of Employees' Performance (EP) on Service.....	68
6.5	Recommendations	69
6.5.1	To Managers.....	69
6.5.2	To the Government	70
6.5.3	To Hotel Owners	70
6.5.4	To Tourism Stakeholders	70
	REFERENCES	72
	APPENDICES	81

LIST OF TABLE

Table 3.1: Targeted Population and sample size.....	35
Table 4.1 Response rate	41
Table 4.2 Gender of respondents	43
Table 4.2: Reliability Statistics	49
Table 4.3 Descriptive analysis on the influence of Extrinsic factors.....	52
Table 4.4 Coefficients of regression between extrinsic factors and service quality enhancement.....	53
Table 4.5: Descriptive analysis on the influence of Intrinsic factors.....	55
Table 4.6 Coefficients of regression between intrinsic factors and service.....	56
Table 4.7: Descriptive analysis on the relationship between employees performance and service quality	58
Table 4.8 Coefficients of regression between employees performance and service quality enhancement.....	59
Table 4.9 Mediating role results.....	60
Table 2. 1: Summary of Empirical Literature Review	89

LIST OF FIGURE

Figure 2.1: Conceptual Frame Work..... 29

Figure 3.1: Source: Dar es Salaam City Master Plan (2016-2036)..... 34

Figure 4.2: Age of Respondents..... 44

Figure 4.3: Marital status 45

Figure 4.3: Marital status 45

Figure 4.4: Educational level 46

Figure 4.5: Occupation..... 47

Figure 4.6: Work experience..... 48

Figure 4.7 Smart PLS presenting the mediation effect 60

LIST OF ABBREVIATION AND ACRONYMS

CHODAWU	:	Conservation, Hotels, Domestic and Allied Workers Union
EM	:	Employees' Motivation
EP	:	Employees' Performance
EC	:	European Commission
EU	:	European Union
EF	:	Extrinsic Factors
GDP	:	Gross Domestic Product
HAT	:	Hotel Association of Tanzania
ILO	:	International Labour Organization
IF	:	Intrinsic Factors
MNRT	:	Ministry of Natural Resources and Tourism
PSRP	:	Public Service Reform Programme
SQE	:	Service Quality Enhancement
UN	:	United Nations
UNWTO	:	United Nations World Tourism Organization
URT	:	United Republic of Tanzania
USA	:	United States of America
WTTC	:	World Travel and Tourism Council

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter covers background information, a statement of the research problem, research objectives, and research questions. It further presents the significant contributions of the study to different stakeholders in the tourism industry.

1.2 Background of the Study

Tourism is among the fastest-growing economic sectors in the global economy and is making substantial contributions in creating employment opportunities (Gisore & Ogutu, 2015; Sarpong *et al.*, 2020; Kyara *et al.*, 2021). In 2019, the tourism sector created 330 million jobs which is about 10% of the global employment (WTTC, 2020).

Employees are considered an important asset for the organization to achieve its goal and gain a competitive advantage (Rida & Siddiqui, 2019). Currently, organizations around the world realize the significance of having motivated employees to enable them to perform better and improve the growth of organizations (Sabri *et al.*, 2019). The tourism industry as well, is one of the service industries that needs motivated employees as an important asset; though it has been observed that one of the biggest challenges in this industry is motivating employees (Sobaih & Husanein, 2020). Furthermore, it has been noted that when employees are motivated, they become more crucial in delivering high-quality services to customers (Sibonde & Dassah, 2021) and enable organizations to achieve high employees work performance in the tourism industry (Olusadum, & Anulika, 2018; Sabri *et al.*, 2019).

There are two sets of factors in employees' motivation that affect work performance namely hygiene factors which are also known as extrinsic factors, and provided to employees in monetary form, the absence of these factors causes dissatisfaction, another set of factors is motivators, which are also known as intrinsic factors and these are in non-monetary form, they cause satisfaction and motivate employees to work hard (Herzberg 1959). Hygiene factors or extrinsic factors are a powerful source of employee satisfaction and performance in the service industry (Matei & Abrudan, 2016; Sobaih & Husanein, 2020). However, employees need also to be motivated intrinsically in terms of recognition, appreciation, achievement, and promotion, this is a kind of motivation that is not in monetary form but it increases employees' performance and organizational goals achievement (Rida & Sddiqui, 2019).

The aspect of employee motivation should be integrated with the concept of service quality in the tourism industry. Service quality is an important aspect of the tourism industry to ensure customer satisfaction (Titu *et al*, 2016; Ali *et al*, 2021). Multinational Organizations including UNWTO and the EU have been making efforts to enhance service quality in the tourism industry through consideration of employee's motivational strategies for example, UNWTO in the summit held in Romania on Quality Management, tourism stakeholders should ensure quality standards and improve services to create positive tourism experience to customers (UNWTO, 2016). European Commission under the European Union also proposed tourism quality principles including training of employees involved in the provision of services directly to customers to ensure satisfactory service delivery (EC, 2014).

In ensuring competitiveness in the tourism industry, G20 countries' focus is to enhance the education and training systems to improve the skills development of employees; as part of a motivational strategy, a well-structured manpower plan, human resources development, strengthened education training facilities, the establishment of quality standardization system, all these should be integrated with tourism policies and National Tourism Administration to achieve decent work in tourism Industry (UNWTO,2019). Also, the ILO is in line with the UN's Sustainable Development Goal 8 in promoting decent work to employees through job security and pay around the globe and therefore all employees enjoy their work (ILO, 2019). The fact that the tourism industry needs development efforts, motivating employees through salaries and job security is therefore significant.

In developed countries like China service quality in the tourism industry is a prerequisite for achieving satisfaction among customers through the motivation of employees by ensuring good management practices like training and compensation (Wu *et al*, 2021). In Romania, service quality has been given priority too; the relationship between managers and employees in the industry has been contributing to the creation of quality services (Titu *et al*, 2016). Countries like Spain and the USA have generated a lot of interest in service quality improvements, in Spain for example, greater efficiency and effectiveness in quality management practices support organizational performance both in service improvements and service innovations (Ortega *et al*, 2020). In the USA as well efforts in enhancing service quality have been observed in several tourism services like Airbnb, to ensure customer satisfaction in Airbnb accommodations there must be a high quality of

service received by a guest and eventually the value perception of a guest will be high too (An *et al*, 2019). Recognition for a job well done was suggested in the USA as one of the best motivational strategies in delivering services to customers due to satisfaction obtained through this strategy, managers should use this as a tool to stimulate employees' performance to deliver the best services (Ann & Blum, 2019).

In developing countries, efforts to ensure service quality through motivational strategies have been observed. In countries like Turkey, Malaysia, and South Africa, service quality has been contributing positively to the service organizations to stimulate customer satisfaction and economic growth in the tourism industry (Othman *et. al*, 2019; Tuncer *et al*, 2020). Also, knowledge has been seen as an important factor in delivering quality services in Malaysia (Juni & Hutasuhut, 2023). In Bangladesh as well, job security and promotion have been one of the paramount motivational strategies to stimulate employee performance and eventually build organizations competitive in service quality provision (Ahmed *et al*, 2023).

In Egypt as well, salary as one of the hygiene factors has been a good motivation to employees since it acts as an energizer for employees to perform outstandingly in service delivery (Sobaih & Husanein, 2020). Nigeria also is not far from service quality management since to ensure guest satisfaction there must be proper service quality management (Nwokorie, 2021). In Ghana, the World Bank report on vocational skills development for the tourism sector indicates that a quarter of the tourism budget was spent on facilities and staff skill services capacity building due to the inability and lack of capacity of tertiary institutions to churn out qualified

personnel for the tourism industry (World Bank Group, 2018). Moreover, it has been seen most of the employees in hotels in Ghana are underpaid which leads to low morale (Adanse *et al*, 2018).

In Zimbabwe it has been seen that perceived service quality can be promoted through training and empowerment of employees (Chikazhe & Nyakunuwa, 2022), this is the same as in Kenya where coaching and mentorship as well as mutual trust between employees and their superiors affect service quality positively (Mburu *et al*, 2020). Employee motivation in Tanzania is not a new phenomenon, the government has been putting initiatives to motivate employees for the sake of enhancing service delivery, for example, The Public Service Pay and Incentive Policy (URT,2010); and the Public Regulations Act of 2022, section 15 and section 20(1), provided the right of motivating employees through salaries and promotions (URT,2022). Moreover, the government of Tanzania has been implementing several interventions to deliver quality services, for example, the Public Service Reform Program Phase II (PSRP II) is being implemented as an intervention to enhance service quality (URT, 2000). It has also been seen salary as one of the motivational factors has been a motivator in public organizations in Tanzania to enhance service delivery; it plays a major role in motivating employees to work hard and offering optimal quality services (Mlangala & Thomas 2022).

Apart from all the efforts made by the government, designing service quality has been a challenge to hotel managers especially in fulfilling guest requirements and maintaining consistency in service delivery (Mbise, 2014). The performance of

service quality is poor in enriching perceived service quality to meet customers' satisfaction since services offered are less than expectations (Burhan *et al*, 2018). Therefore, this study intended to fill the literature gap and the theoretical gap. Theoretically, the study aimed to link the aspect of motivation, employee performance, and service quality, since most of the studies addressed the issue of motivation with employee performance while there is the adequacy of integration between motivation, employee performance, and service quality. The success of the tourism industry can also be stimulated by motivated employees who are ultimately important in ensuring service quality in the industry and ensuring the industry continues to bring optimal economic benefits to the country. In contribution to the efforts to enhance and maintain service quality, the focus of this study is to examine the role of employees' motivation in enhancing service quality in the tourism industry in Tanzania.

1.3 Statement of the Research Problem

Despite the fact that the tourism industry in Tanzania contributes to employment opportunities (Gisore *et al*, 2015; Sarpong *et al*, 2020; and Kyara *et al*, 2021), It is very unfortunate that service quality delivery is at a minimal level. It has been observed that customers in the tourism industry are faced with the problem of service quality when trying to purchase services in hotels, for instance, a customer can be offended by the behavior of an employee (Ali *et al*, 2021). Moreover, it has also been observed that one of the biggest challenges in this industry is motivating employees (Sobaih & Husanein, 2020).

Previous studies discussed the issue of service quality in various ways, the significance of service quality in the tourism industry, (UNWTO, 2016; Ali *et al*, 2021); while some studies indicated that customers' satisfaction is a determinant of service quality, (An *et al*, 2019; Wu *et al*, 2021), employee training in tourism industry is a factor leading to service quality (Dhar, 2014); Employees relationship on service quality (Titu *et al*, 2016; Mburu *et al*,2020), accessibility and attractions are the factors leading to service quality (Haghkhah,2011), management practices as a factor to improve service performance (Ortega *et al*, 2020). However, very few studies from Tanzania highlighted the relationship between employees' motivation and service delivery in local government, but not in the tourism industry (Mbise, 2014; Matolo *et al*, 2021; Mlangala & Thomas, 2022). Moreover, methodological shortcomings were seen as many studies used a single approach while this study used both quantitative and qualitative approaches (Dhar, 2014; Mlangala & Thomas, 2022). Therefore, the reviewed kinds of literature indicate the gap in integrating employees' motivation and service quality enhancement as well as a theoretical gap in enhancing service performance in the tourism industry. By filling the above gap, the study aims to address the following objectives;

1.4 Research Objectives

1.4.1 General Objective

The general objective of this study was to examine the role of employees' motivation (EM) on service quality enhancement, with employee performance serving as a mediating factor.

1.4.2 Specific Objectives

Specifically, the study aimed to achieve the following objectives:

- i. To examine how extrinsic factors (EF) in motivation influence service quality enhancement (SQE) in the tourism industry.
- ii. To examine how intrinsic factors (IF) in motivation influence service quality enhancement (SQE) in the tourism industry.
- iii. To examine the effect of employee performance (EP) on service quality enhancement (SQE).
- iv. To examine the mediating effects of employee performance (EP) in the relationship between Motivation factors and service quality enhancement (SQE)

1.5 Research Questions

- i. How do extrinsic factors (EF) in motivation influence service quality enhancement (SQE) in the tourism industry?
- ii. How do intrinsic factors (IF) in motivation influence service quality enhancement (SQE) in the tourism industry?
- iii. What is the effect of employees' performance (EP) on service quality enhancement (SQE)?
- iv. How does employee performance (EP) mediate the relationship between motivation factors and service quality enhancement (SQE)?

1.6 Significance of the Study

The findings of this study provide insights and enable managers in the tourism

industry to understand the importance of motivating employees. Without motivation, employees cannot provide maximum output performance to enhance service quality in the industry. Moreover, managers in the industry will understand what motivational strategies are suitable for their employees. The study also is helpful to researchers since it adds knowledge and therefore provides a guideline for further research in the area of employee motivation and service quality. The findings of the study provide insight to the government on how to amend the tourism policy in the issues related to human resource management in the industry specifically in the matters related to motivational strategies of employees. The findings enable hotel owners to improve service quality in the industry and satisfy customers' needs by meeting their expectations.

From a theoretical point of view, the study strengthens the theoretical foundation of the relationship between employee motivation and service quality management. The study adds knowledge to the literature on how motivational variables support service quality management. The study also fills the theoretical gap between employees' motivation and organizational performance to stimulate service performance. From a tourism practice point of view, the study is considered to be one of the few studies carried out in the East African region, since most of the studies focused on how to satisfy customers in terms of service delivery, this study shows ways on how to improve management practices to employees to enhance employees satisfaction as well as performance of service delivery. From a policy point of view, the findings of this study help policymakers in developing policies that match with the

contemporary service quality management practices and customer satisfaction in the tourism industry.

1.7 Organization of the Study

This study comprises of six chapters. Chapter one includes background of the study, statement of the problem, objectives, research questions and significance of the study. Chapter two shows reviewed literature which relate to this study to identify gaps and theoretical understanding. Chapter three comprises the methodology used to address the objectives of the study. Chapter four consist of the study findings. Chapter five include discussion of the findings obtained and lastly is chapter six which include conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter discusses the literature in five sections. Section 2.2 provides a brief discussion of the key definitions mostly used in this dissertation. Section 2.3 puts this study in a pictorial representation as a conceptual framework to show how the objectives are linked with the results and conclusion. The theoretical literature review, section 2.4, details the previous study and identifies the research gap of this study where the conclusion on whether it is the salary, job security or work environment motivate employees in tourism industry in Tanzania. Before concluding this chapter in section 2.6, the research gap is discussed in section 2.5 to show the contribution of this study to the scientific arena, policy and society.

2.2. Definition of the Key Terms

The definitions of the key terms have been defined hereunder to help readers understand the specific meanings and context of these terms. They include Tourism, Motivation, Extrinsic Motivation, Intrinsic Motivation, Employees' Performance, and Service Quality.

2.2.1 Tourism

Tourism encompasses the activities of persons traveling and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes (UNWTO, 1993). It is a temporary short-term movement of people to destinations outside the places they normally live and work, including their

activities during their stay at those destinations (Dilek & Dilek, 2018). In the context of this study, tourism implies the movement of people to destinations of their choice outside the original places they live for enjoyment, business activities, and medical purposes.

2.2.2 Motivation

Motivation is the desire to do a job and the willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of the effort to meet an individual's needs (Rizky & Ardian, 2019). Motivation can be intrinsic or extrinsic (olusadumu & Anulika, 2018; Ali & Anwar, 2021). It is a force that drives the individual to act in a particular manner to achieve objectives (Ali *et al*, 2020). The process of motivation usually starts when an employee recognizing an unsatisfied need, then a goal is established to be reached and that will be a way to satisfy the need, therefore motivational incentives can be offered to employees to accomplish better the given goal (Ali & Anwar, 2021). From this study's perspective, motivation is a management practice that stimulates employees to continue to give their maximum potential willingly and eagerly for the success of an organization.

2.2.3 Extrinsic Motivation

Extrinsic motivation takes place when individuals feel driven by something outside of the work itself such as promised rewards or incentives, it is a motivation that comes from things or factors that are outside the individual for example being motivated to work hard at the office because you are looking for a promotion is a type of extrinsic motivation (Herzberg, 1959). These factors are the source of

dissatisfaction they include job security, good pay, working conditions, relationship with peers, and organizational policy, they do not give positive or higher satisfaction although their absence cause dissatisfaction (Sobaih & Husanein, 2020). In the context of this study, extrinsic factors are the factors causing dissatisfaction when they are absent but they do not bring positive satisfaction when present.

2.2.4 Intrinsic Motivation

Intrinsic motivation involves motivation by work itself as it satisfies the personal needs of employees (Ali & Anwar, 2021). Intrinsic motivation causes positive satisfaction leading to proper performance at the workplace, they are the sources of satisfaction (Sobaih & Husanein, 2020). Thus, intrinsic motivation is a way of motivating employees in a non-monetary form.

2.2.5 Employees Performance

The term performance comes from the words job performance or actual performance, which refers to work achievement or real achievement attained by someone. An employee's performance is determined by the amount and quality of work they produce in a given amount of time (Mangkunegara, 2015). Performance is essentially what workers do or do not do that influences the contribution of the organization, including the quality of services provided (Alexandro, 2021).

2.2.6 Service Quality

According to Gronroos (1982) service quality is a comparison between the expectations of the customer and his or her real-life experiences that is perceived

services. Service quality is a mixture of two words which are service and quality. Service refers important features of a particular service while quality is the use of mainly user-based approach, therefore service quality refers to value of service to customers (Ali, 2021, Ali &Anwar,2021) as cited by (Ali *et al*, 2021). Furthermore, (Kotler *et al*, 2017) service quality is meeting customer expectations, what customers expect is the first and possibly the most critical step in delivering service quality, providing service that customers perceive as excellent requires that a firm know what customers expect. considering value for money.

2.3 Theoretical Framework

2.3.1 Two Factor Theory, Herzberg, (1959)

The factor Theory (TFT) was developed by Herzberg in 1959 to assess two factors that motivate employees in organizations. Understanding this theory can help managers create a positive work environment and improve employee performance. According to this theory, there are two sets of factors affecting motivation and work performance. The first set of factors is related to job context (hygiene factors) which are also known as extrinsic factors, the absence of these factors results in dissatisfaction among employees. These factors include; salary, job security, working conditions, levels and quality of supervision, company policy and administration, and interpersonal relations. Therefore, they are essential in avoiding unfair and unequal treatment among workers. The second set of factors is related to job content (motivators) which are also known as intrinsic factors include the nature of work, personal growth and promotion, responsibility, recognition and a scene of achievement. These factors arouse the feeling of satisfaction in addition to

motivating individual to work hard. A study conducted in in Egypt is contrary to the results of Herzberg two factor theory, the study showed that hygiene factors positively cause job satisfaction while motivators negatively affect job satisfaction, therefore Herzberg two factor theory may not be applicable to all organizations and to all workers in all countries (Sobaih & Husanein, 2020).

Few studies criticized the theory, for example the difference in demographics of the samples and types of organizations and their organizational culture will determine the relevance of the theory depending on the nature of the organization, type of work and culture (Yousaf, 2020). Herzberg suggested that satisfaction and dissatisfaction can be determined by both hygiene factors and motivators, but later on studies revealed that there are other variable factors cause motivation in job like age, sex, occupation and income (Izvercian *et al*, 2016). The idea of Fredrick is different in Tanzanian work environment. In Tanzania salary seems to be a strong motivational factor to employees (Mlangala & Thomas 2022).

This study used this theory as evidence of important variables in motivating employees. The study adopts two extrinsic variables which are salary and job security and intrinsic variables which are promotion and recognition to measure the influence of motivation in service quality enhancement. All these should be integrated with service quality to enhance employees work performance and therefore enhancement of service quality.

2.4 Empirical Literature Review

2.4.1 The Influence of extrinsic factors in motivation on service quality

An exploratory study conducted by (Wu *et al*, 2021), entitled Determinants of Managing Internal Service Quality in Hotels in China. The study aims to test a comprehensive model to understand the determinants and how they influence Internal Service Quality. The study used sequential mixed method, it involved a focus group discussion with hotel employees. The findings indicated three factors which determine service quality including management systems including (manage process, training and compensation), social systems (that is collaborative culture, interdepartmental communication and servant leadership), and personal characteristics (that is role stress, empathetic personality and collegial relationships). A quantitative survey study by (An *et. al*, 2019), in the USA hospitality industry, entitled Examining Structural Relationships among Service Quality, Perceived Value, Satisfaction and Revisit Intention for Airbnb guests. The aim of this study was to examine the relationship among service quality, perceived value, satisfaction and revisit intention among Airbnb guests. The study used online survey to collect data from adult respondents. A quantitative approach used with smart pls tool to analyze data. The findings indicate that there are direct and positive relationships among service quality, perceived value, satisfaction, and revisit intention, and the higher the quality of service guests receive, the higher the value guests perceive from an Airbnb accommodation.

Sobaih & Husanein (2020) conducted a study in Cairo, Egypt entitled Herzberg's Theory of Motivation and Job Satisfaction: Does it work for Hotel Industry in

Developing Countries? The study aimed to test the validity of Herzberg's theory of motivation and its relationship with job satisfaction in hotel industry. The study used quantitative approach with questionnaires as the main data collection tools to collect data from employees in hotels. The findings indicated that hygiene factors like money and working conditions positively affect job satisfaction, and the results proved that Herzberg two two-factor theory may not be applicable to all organizations. A descriptive survey study done by (Adanse *et al*, 2018), entitled Assessing the Effect of Motivation on Service Quality Delivery in Hotel Industries of Kumasi Metropolis of Ghana. The purpose of the study was to assess the effect of motivation on quality service delivery in some selected hotels in Ghana. Simple random sampling and purposive sampling were used to get respondents who were employees. Data were analyzed descriptively. Findings of the study indicated that 77.8% of the employees are underpaid which leads to low morale, lack of interest in the job and low productivity.

Furthermore, a descriptive study conducted in Kenya by (Mburu *et al*,, 2020) on the Influence of employee relationships on Service Quality in the Hospitality Industry. The purpose of the study was to investigate the employer-employee relationships on service quality in the hospitality industry in Kenya. Descriptive design was used to gather both quantitative and qualitative data through the use of questionnaires and interview guide. The study target population was employees and supervisors at Nuru palace and the legacy hotel in Nakuru in Kenya. Results proved that coaching and mentorship as well as mutual trust between employees and their superiors affect service quality positively. A correlational study from Nigeria (Nwokorie, 2021)

entitled *Service Management and Guest Satisfaction*. The aim of the study was to investigate the impact of service management on guest satisfaction in the hotel industry in Nigeria. Questionnaires used to collect data from customer contact employees and guests in hotels. Inferential statistics used in the analysis of data to determine relationship between variables. The findings indicate that there is significant relationship between service management and guest satisfaction.

A cross sectional design study conducted in Tanzania by (Matolo *et al*,2021) entitled *Determinants of International Tourists' Satisfaction: Evidences from Serengeti National Park in Tanzania*. The aim of the study was to assess determinants of international tourists' satisfaction at Serengeti National Park. Data were collected by questionnaires and were analyzed through structural equation modelling. The findings revealed that service quality, destination image and perceived value have a significant effect on tourists' satisfaction, the tourists are being satisfied due to good service quality, reasonable prices as well as good image. However, an explanatory study done in Tanzania by (Mlangala & Thomas, 2022), entitled *Influence of Motivation Factors on Service Delivery at Chamwino District Council Headquarters Office, Tanzania*. The purpose of the study was to examine the influence of motivation factors on service delivery. The target population was employees, head of departments and other leaders. The findings of the study indicate that, salary play the major role in motivating employees to work harder and quality services delivery.

A mixed study done by Baradyana (2020) entitled *The Influence of Employees' motivation on the Quality of Services Offered to Customers. A case of Tanzania*

Telecommunications Corporations. The findings established a strong relationship between the company and its customers. Additionally, it was revealed that various factors like career development and work environment are the factors that motivate employees to deliver quality services. A quantitative research done in Kenya by Gitonga & Gachunga (2015), entitled Influence of Work Environment on Organizational Performance in Government Ministries in Kenya. The findings indicated that the work environment has a major and positive impact on the organizational performance of government ministries.

2.4.2 The Influence of intrinsic factors on service quality in tourism industry

Rida & Siddiqui, (2019), conducted a study in Pakistan entitled Impact of Employee Motivation on Organizational Performance. The aim of the study was to examine the effects of extrinsic and intrinsic motivation on employee's performance. Questionnaires were the main data collection tools administered to employees in banking sector. This study was explanatory where the findings indicated that some employees need not only monetary benefits but they need non-monetary benefits too to be motivated to perform therefore there is a positive relationship between intrinsic and extrinsic motivation to stimulate performance of employees. However, a quantitative survey study by (Ann & Blum, 2019) entitled, Motivating Senior Employees in the Hospitality Industry. The study aims to use Herzberg two factor theory to discover which motivational factors are the best predictors of senior employees' job satisfaction, dissatisfaction and turn over intentions. The study used web-based survey method. The findings of the study indicate that recognition and work itself have positive effects on job satisfaction, while supervision and job

security have negative effects on job dissatisfaction.

A quantitative study by Sibonde & Dassah (2021), on The Relationship between employee motivation and Service Quality in selected municipalities in South Africa. The aim of the study was to examine the relationship between municipal employees motivation and quality of service delivered. Simple random technique was used to get employees who filled in the questionnaires. The analysis was done descriptively and Correlational. The findings revealed that motivated employees are highly likely to deliver high-quality services. A qualitative study was done in South Africa (Mofokeng & Aphane, 2022), entitled Exploring Influence between Employee Motivation and Service Quality in Police Service. The aim of the study was to determine the influence between rewards, motivation and service quality at the SAPS training college. Purposive sampling was used to managers and supervisors by using semi structured interview. The findings of the study indicate that intrinsic motivation causes low morale in employees; pay and remuneration seem to be emphasized to ensure the best service delivery.

Dhar (2014) in his study from India entitled 'Service quality and the training of employees'. The study aims to analyze the perception of training and the impact of such training on the service provided to guests. The target population were employees, the study used structural equation modeling where the findings revealed there is a relationship between training and the quality of service provided by employees to the customers. This study used only one motivational factor which is training in influencing service quality in the industry. However, the current study

examined several motivational factors intrinsically and extrinsically like salary, job security, work environment, promotion, responsibilities, and recognition since all together should be considered in motivating employees towards service quality. According to Haghkhah *et al*, (2011), who did a mathematical and quantitative study in Malaysia on the impact of service quality in the tourism industry. The purpose of the study was to investigate the impact of service quality on tourism industry's satisfaction and revisit. The study used documents and dynamic models.

The findings showed that the quality of accessibility of places and attractions that a visitor wants to see and to do contributes directly and positively on the tourism quality, quality of the visitor's accommodation during their stay and quality of venue contribute directly and positively to the tourism quality and satisfaction. Another study conducted in Malaysia (Juni & Hutasuhut (2023), entitled Enhancing Service Quality Through Employee Knowledge in Tourism Industry. This study explores the relationship between knowledge and service quality. The study was conducted using stratified sampling the study used a stratified random sampling method and data were collected using survey questionnaires and analyze using structural equation modeling. The findings indicate that knowledge has a significant relationship between various dimensions of service quality including reliability, assurance, tangibles, empathy and responsiveness. All these studies highlighted only one factor and four factors respectively which may bring quality in tourism industry which diverts from the current study. The current study focuses on the importance of employee's motivation on service quality in tourism industry by considering factors like job security, salary, promotion and recognition.

A survey study conducted in Iraq by (Ali *et al.*, 2021) the study attempted to study on The Impact of Service Quality on Customer satisfaction. results proved that fulfillment, privacy issues affect customers' satisfaction and loyalty. In a study done by (Ahmed *et al.*, 2023) in Bangladesh, entitled Analysis of Employees Motivation in the service and Manufacturing Organizations. The purpose of the study was to identify factors that motivate employees in the service and manufacturing firms in Bangladesh. Purposive sampling was used to determine employees' motivation. The study used questionnaires as a tool for data collection. The findings indicate that job security and promotion have been one of the paramount motivational strategies to stimulate employees' performance and eventually build organizations' competitiveness in service quality provision. A study conducted in Zimbabwe (Chikazhe & Nyakunuwa, 2022), on the Promotion of Perceived Service Quality Through Employee Training and Empowerment: The Mediating Role of Employee Motivation and Internal Communication, revealed that employee training and empowerment both have a positive influence on perceived service quality.

Mbise *et al.*, (2014) in a study conducted in Arusha Tanzania entitled The Quality-of-Service Standards and Related Factors in Tourist Hotels. The purpose to conduct this study was the knowledge gap existed between the service quality standard and the tourism industry in Tanzania. This was a cross-sectional descriptive survey design. The purposive, convenient and simple random techniques were used in sampling. The target population were guests. Employees and managers. Results indicated that leadership styles, the employment process, motivation, training and development, communication, compensation, rewarding styles, and employees'

welfare where management practices are the factors influenced the delivery of quality service. The survey was done in hotels in Arusha and it was revealed that employees were not satisfied with the performance of the hotels' management practices. This could be the reason for poor quality service delivery in most of the areas which were assessed. Most of these studies focused on integrating service quality and customer satisfaction but they failed to integrate an aspect of employees' motivation as an active impetus in service quality enhancement. All of the above studies deviates from this study and create a literature gap that needs to be filled since they failed to link the aspect of employee's motivation as an impetus for service quality enhancement.

2.4.3 The effect of employees' performance on service quality Enhancement

Descriptive research done by (Mustafa & Okeyo, 2018) entitled Relationship between Employee's Performance and Customer Service Quality in Kenya Bureau of Standard. The study aimed to determine the effects of employees' performance and staff training of customers' service quality. The study used descriptive research design. The respondents were employees. The findings of the study indicated that there is a positive relationship between employees' performance and service quality. Another study done by (Indrastuti et al, 2020) entitled Employees Performance Factors in Service Quality at Regent's/City Investment and One Stop Integrated Services in Reau Province. The research aimed at studying and analyzing the factors of employees' performance and service quality at Regents City. The sample consisted of employees. The findings of the study proved that employees' performance had a significant effect on service quality. All these studies differ from

the current study since the focus was not on the Tourism Industry

A study by Sabri *et al*, (2019), entitled Exploring the Elements of Employee Motivation in the Hospitality Industry in Malaysia, was a qualitative study using a case study approach. The study aimed to understand the elements that motivate employees in hospitality industry. The study adopted qualitative approach. Data was collected using semi structured interview. Purposive sampling was used to get employees. The findings of the study revealed that convenience, happiness, working environment, will and desire, relationship with colleagues, work interest, salary, relationship with the employer, and gaining new knowledge all these factors lead to employees' motivation and motivate employees to perform better and help the company to become more efficient, effective and competitive. Ortega *et al*, (2021) conducted a partial least square study entitled Developing Ambidexterity through Quality Management and performance in the hotel industry, this study was done in Spanish hotels. The aim of the study was to analyze the influence of quality management practices and performance in the hotel industry. Questionnaires were the main data collection tools. The results of the study indicated that there is a relationship between quality management and hotel performance.

Although the study revealed that quality management practices can impact directly performance through innovation and service performance, however the study failed to propose workers' motivation as a means to boost quality management and hotel performance. Madhani (2020), in the article entitled Reward Strategy: A Key Driver of Service Profit Chain in India, argued that when companies take care of the

employees extrinsically and intrinsically, this will result in employees delivering better service and influencing customers' expectations, hence organization needs to invest in motivating employees for them to offer outstanding services to customers.

A study done in Nigeria by (Anulika & Olusadum, 2018), entitled Impact of Motivation on Employees Performance. This was a survey research done quantitatively, and the findings indicated that there is a significant relationship between staff motivation and staff performance, motivation helps to reduce inefficiency in an organization. All the above studies have failed to link the aspect of employees' motivation on service quality enhancement to fill a theoretical gap. To fill the gap in the five gap model gap number three, this study focuses on bridging the gap between employees' motivation and customers' perceived service quality.

2.4.4 The mediating effects of employees performance (EP) in the relationship between Motivation factors and service quality enhancement (SQE)

A quantitative study done in Indonesia by (Herawati et al, 2021) entitled The Role of Employees Performance Mediation on Organizational Performance. The study aimed to analyze the effect of training and development, motivation. Work environment, employee performance on employee performance. The target population was civil servant employees in Indonesia. The study used SEM-PLS analysis. The findings indicated that employee's performance is not able to mediate the influence of motivation on employees performance work quality. This happen because employees motivation is low to improve individual performance and therefore it does not affect organizational performance, A study by Tabaku & Cerri (2016) done in Albania entitled, An Assessment of Service Quality and Customer Satisfaction in Hotel

Sector found a positive association between the quality of service, employee motivation, and customer satisfaction and loyalty. Employee motivation was found to mediate the behavior of employees during the service process and when they are motivated, better quality services are delivered.

A study done in Pakistan by (Yousaf et al, 2014), entitled Effect of Intrinsic and Extrinsic Motivation on Task and Contextual Performance of Pakistani Professionals, The mediating Role of Commitment. The purpose of this study was to examine the underlying linkages between employees intrinsic/extrinsic motivation and their task performance. Data were collected from doctors at Pakistan hospital and academicians from the university The findings indicated that effective organizational commitment mediates the relationship between extrinsic motivation and task performance. A quantitative survey study done by (Ravesangar & Fauzi, 2022) in the banking sector in Malaysia, the study entitled The Influence of Extrinsic Motivating Factors on Employees Work Performance at Banking Sectors in Malaysia; The Mediating Effect of Psychological Ownership. The findings of the study indicated that psychological ownership positively mediates the relationship between extrinsic factors like company policy and work conditions with employee performance in service quality.

A quantitative study by (Sasongko, 2018), entitled The Role of Employees Motivation in the Relationship between HRM Practices and Service Quality in Healthcare Organization. The study was conducted to investigate how HRM practices are related to employee commitment which in turn related to perceived

service quality. Quantitative methodology as used to collect and analyze data. The study population was employees and managers in Indonesia. The finding proves that, employees' motivation has a role as mediator effect towards the relationship between HRM practices like promotion, training and compensation, and service quality. These findings divert from this current study as its objective was to examine the mediating role of employee performance in the relationship between intrinsic factors and service quality enhancement. Dhar, (2014) did a quantitative study in India entitled *Service Quality and Training of Employees; The Mediating Role of Organizational Commitment*. The findings indicated that the benefit from training influences service quality through the mediating role of organizational commitment.

A study done in Pakistan by (Yousaf et al, 2014), entitled *Effect of Intrinsic and Extrinsic Motivation on Task and Contextual Performance of Pakistani Professionals, The mediating Role of Commitment*. The findings indicated that effective organizational commitment mediates the relationship between intrinsic motivation and task performance. A study done in airline companies in Thailand by (Sinanuwong et al, 2021) entitled *Linking Cabin Crew's Motivation to Service Performance; the Mediating Role of Ambidextrous Behavior*. The findings indicated that ambidextrous behavior supported the relationship between both intrinsic and extrinsic motivation with service performance. All these studies differ from the current study in such a way that they failed to link the mediating role of employees' performance in the relationship between both extrinsic and intrinsic factors in the tourism industry.

2.5 Research Gap

After reviewing literatures, the study identified literature, theoretical and methodological shortcomings. Most of the reviewed studies have mainly focused on the role of employees' motivation in organizational performance (Albeiti, 2015: Anulika & Olusadum, 2018: Sabri *et al*, 2019: Ali *et al*, 2021). These studies did not investigate the contribution of employees as a catalyst toward service quality enhancement. Also, studies on service quality (Haghkhah *et al*, 2016) identified only three factors that lead to service quality that is accessibility, accommodation, venue, and their contents bring customers' satisfaction. Ali *et al*, (2021) pointed out the four service quality dimensions as empathy, responsiveness, assurance, and tangible lead to customers' satisfaction. Wu, *et al*, (2021) also identified only three factors of service quality which are management system, social system, and personal characteristics. Few studies tried to link employee motivation with service quality but in different sectors and not in the tourism industry therefore majority of these reviewed studies did not link service quality and motivational factors (Sibonde & Dassah 2021). Moreover, few studies on service quality have been done in Tanzania (Mbise *et al*, 2014; Burhan *et al*, 2018; Matolo *et al*, 2021; Mlangala & Thomas, 2022). Therefore, this gives room for this study to be conducted. Even with existing studies there are methodological gap shortfalls as most studies are either quantitative in nature (Sibonde & Dassah 2021), or qualitative (Sabri *et al*,2019). Even in those few studies which did on employees' motivation and service quality, the focus was not in tourism industry it was on other sectors (Sibonde & Dassah 2021). Likewise, this study intends to fill in the theoretical gap that exists in employees' motivation and service quality failing to meet customers' expectations.

2.6 Conceptual Framework

This conceptual framework is developed from a literature review and theoretical framework (see Figure 2.1). The two motivational factors which are Hygiene factors (Extrinsic motivators) and Motivators or intrinsic factors have been addressed and employees' performance as a mediating variable. These factors have been conceptualized from Herzberg two factor theory of motivation. Extrinsic and intrinsic factors have been linked to as independent variables which together help to enhance service quality which acts as dependent variable.

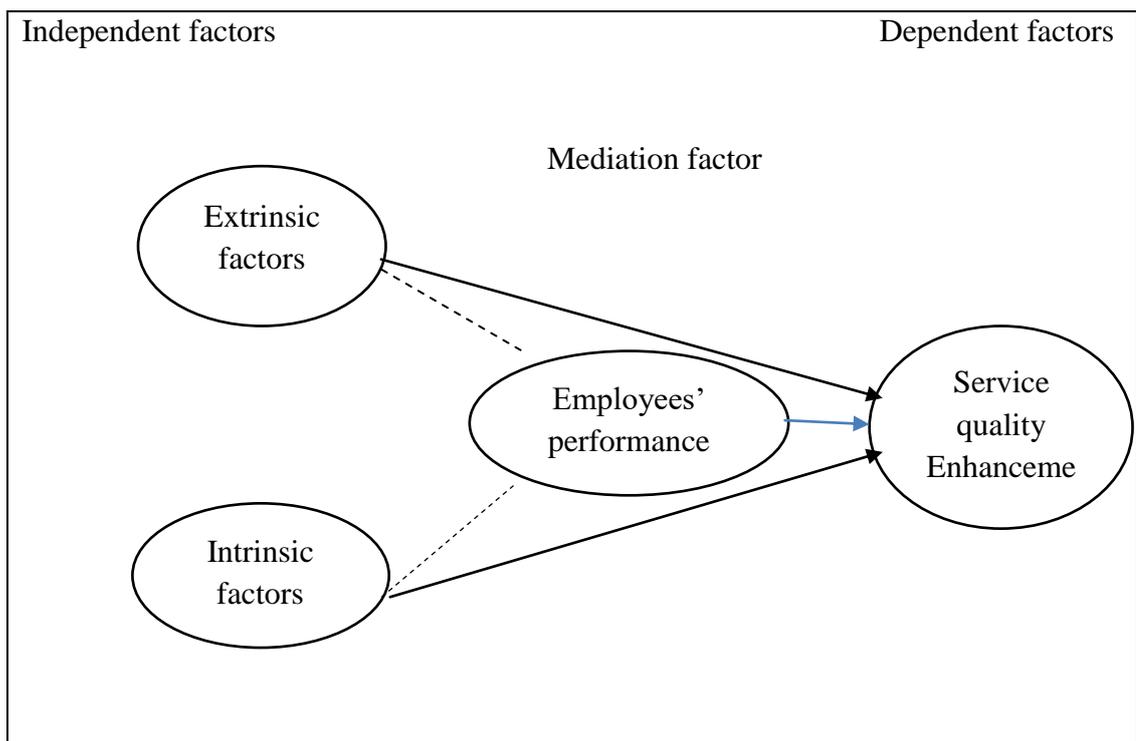


Figure 2.1: Conceptual Frame Work

Source: Researcher, 2023

Some studies have measured employees' performance as the outcome of motivation in tourism industry (Olusadum, & Anulika 2018; Sabri *et al*, 2019). The contribution of this study is to link employees' motivation and service quality by determining relationship between independent and dependent variables which are employees motivation and service quality, and the mediating role of employees' performance between motivation and service quality enhancement. A simple linear regression analysis method was used to test the relationship between independent and dependent variables. This conceptual framework, therefore, guided this study to examine the relationship between motivation and service quality employees' performance as a mediator in the relationship between motivation and service quality enhancement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter presents the methodology part of the study. It discusses the procedures to be used while conducting the study. It shows research strategy, the study population, description of the study area, research design, sampling procedures and techniques, methods of data collection, data analysis procedures, validity and reliability, ethical considerations as well as estimated time schedule for research activities to be conducted.

3.2 Research philosophy

Research philosophy entails beliefs and assumptions about the development of knowledge, the nature of that knowledge, and the process by which the knowledge is developed based on how the researcher views the world (Saunders *et al*, 2019). The study employed a pragmatism research philosophy, pragmatism believes that there are many different ways of interpreting the world and those different methods are appropriate in the research study, the justification for using pragmatism research philosophy is that the researcher believes that in pragmatism, research starts with a problem and aims to contribute a solution to that particular problem by using multiple methods and approaches rather than using single method allowing data triangulation and obtaining practical solutions (Saunders *et al*, 2019)

3.3 Research Approach

The study employed a deductive approach which starts from the development of a

theory through the reading of academic kinds of literature; a particular theory is used to provide a focus and direction for the research (Saunders et. al, 2019). This approach is suitable in mixed method research design which involves combining qualitative and quantitative methods, quantitative and qualitative research may be used to test theory and develop a richer theoretical understanding. The study begins with a theoretical understanding of the relationship between the motivation factors and service quality in the tourism industry (i.e. Extrinsic factors and service quality (EF), Intrinsic Factors (IF), employee motivation (EM), and service quality performance and employee performance). Through the application of the deductive approach data collected was used to assess the research questions that relate to the theory of the study and explain a causal relationship between the variables. With this approach, the researcher was capable of using this methodology to help in the reapplication of the study if needed.

3.4 Research Design and Strategy

A research design is a general plan of how you will go about answering your research questions (Saunders, et. al 2019). Research design is an inquiry that provides a specific direction for procedures in research (Creswell & Creswell, 2018). This is a step-by-step procedure that is adopted by a researcher before the data collection and analysis process commences so as to achieve the research objective validly (Asenahabi, 2019). This study employed a concurrent -triangulation research design; this research design enables the researcher to use quantitative and qualitative methods within a single phase of data collection and analysis (Saunders *et al*, 2019). Research strategy is the strategy for addressing research problems and a plan on how

a researcher will answer his or her research questions. This study employed a survey strategy, the justification for using this strategy is that it allows the researcher to answer what, who, where, how much, and how many questions and allows the collection of standardized data from a large number of respondents (Saunders *et al*, 2019).

3.5 Description of the Study Area

The study was conducted in Dar es Salaam region. It is located on the east coast of Tanzania between latitude $6^{\circ}45$ S and $7^{\circ}27$ S and longitude 39° E and $39^{\circ}55$ E, it borders the Indian Ocean to the east and Coast region to the north, west, and south (Dar es Salaam City Master Plan 2016-2036). Dar es Salaam region is the fastest-growing city in the Sub-Saharan region. Dar es Salaam acts as a gateway to other tourist destinations within and outside the country due to its accessibility. Dar es Salaam is selected due to its high population and urban tourism's development compared to other cities within the country. The destination is characterized as the fastest growing city in the Sub-Saharan region. Dar es Salaam acts as a gateway to other tourist destinations within and outside the country due to its accessibility.

The destination encompasses international facilities and infrastructures (conference centres, hotels, lodges, and airport), cultural and historical attractions, natural resources, population diversity and it acts as a main business center in the country and Sub-Saharan countries (Nyerere *et al*, 2020). Therefore, the study was conducted in selected hotels, Museum and airline companies which are the main stakeholders dealing with both domestic and international customers. See the map of the area of

research in Figure 3.1.

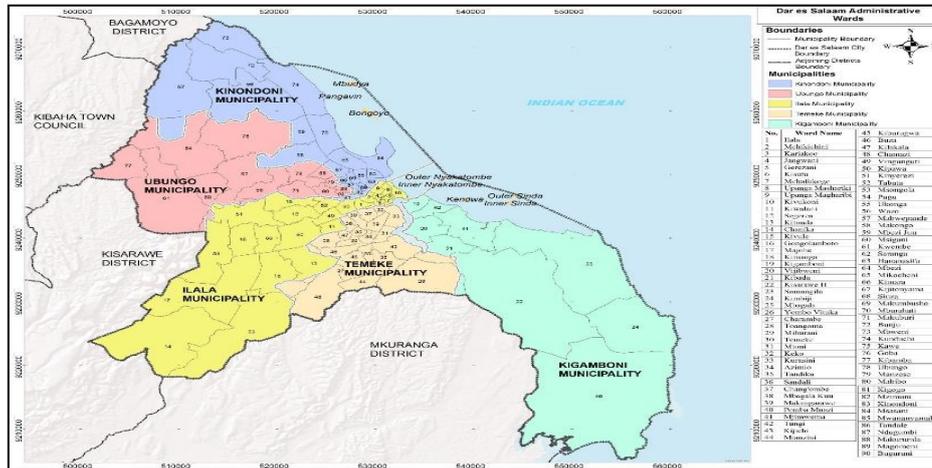


Figure 3.1: Source: Dar es Salaam City Master Plan (2016-2036)

3.6 Population and Sample Size

3.6.1 Targeted Population

Population is a set of cases or elements from which the sample is taken, the term population is not necessarily people rather it can be elements, objects, or houses (Kothari, 2004; Saunders, 2019). The targeted populations for this study were Human Resource Officers, Supervisors and employees from hotels, Museum employees, Human Resource Officers and employees from Air Tanzania Corporation, and employees from the Ministry of Natural Resources and Tourism Quality Control section. Therefore, respondents were selected from Serena Hotel, Hyatt Regency Hotel, and The Courtyard Protea Hotel; National Museum and House of Culture, Air Tanzania Corporation and Ministry of Natural Resources and Tourism. The justification as to why researcher obtained respondents from these organizations is that, these organizations are the key players in tourism industry.

Accommodation is important component of tourism, transport as well, museums are also play a big role in promoting historical tourism.

Table 3.1: Targeted Population and Sample Size

Department	Targeted Population	Sample
Hotel Supervisors (Serena Hotel, Hyatt Regency Hotel and The Courtyard Hotel)	10	5
Hotel Human Resource Officers (Hyatt Regency Hotel, Serena Hotel and The Courtyard Protea Hotel)	3	3
Employees from the National Museum House of Culture employees	8	4
Employees from hotels (Hyatt Regency Hotel, Serena, and The Courtyard Protea Hotel)	95	80
Employees from Air Tanzania	40	20
Air Tanzania Human Resource Officers	2	1
Ministry of Natural Resources Quality Control section.	4	2
Total	162	115

Source: Researcher (2023).

3.6.2 Study Sample

Study sample represents the entire population, sampling is important since collecting data from the whole population is impractical, and it is important to select population samples when the researcher plans to use interviews, questionnaires, or observation as data collection techniques (Saunders, 2019). Therefore, the total selected sample for this study was 115 respondents. These respondents were drawn from Human Resource Officers, Supervisors and employees in hotels, Museum employees, Human Resource Officers and employees in Air Tanzania Corporation, and employees, the Ministry of Natural Resources and Tourism Quality Control section.

The use of this sample size is supported by (Saunders *et al*, 2019) who observed that the minimum sample size for a nonprobability sample size is between 5 to 25 respondents while for probability sampling normally require the minimum sample size of 30 respondents. For any valid research study to be conducted, sample size should not be less than 15% of the entire population (Cooper & Schindler, 2008). Researcher believes to get suitable information from these respondents since they are key informants as per research tittle.

Researcher used the below slovin's formula to calculate the appropriate minimum sample size from the surveyed population.

$$n = \frac{N}{1+Ne^2} = \frac{162}{1+162(0.05)^2} = \frac{162}{1+162 \times 0.0025} = 115$$

Therefore, n = 115

Whereby; n is the minimum sample size

N is survey population

e is an error at a 95% confidence interval

Based on the calculation from the above formula, the minimum sample size of 115 respondents is recommended.

3.7 Sampling Techniques

The sampling technique is the selection process of a sample from the target population to represent the population (Kothari, 2004). The sampling technique can be probability sampling or nonprobability sampling (Creswell & Creswell, 2018). This study employed both probability and nonprobability sampling where in the probability sampling each case being selected has an equal chance (Creswell &

Creswell, 2018), therefore in this technique simple random technique in selecting the sample was employed to select employees from hotels (Serena Hotel, Hyatt Regency Hotel and Protea Hotel), employees from Air Tanzania Corporation and employees from National Museum and House of Culture. The justification of using simple random is that respondents were selected without bias by ensuring every respondent has an equal chance of being selected. This allows the researcher to select respondents based on their convenience and availability. A Nonprobability sampling is a technique in which not all population members have an equal chance of participating in the study (Saunders, 2019), in this, purposive sampling was employed to select Hotel Human Resource Officers from hotels and Quality Control Officers from The Ministry of Natural Resources and Tourism. The justification as to why researcher used purposive sampling was to select respondents who were important key informants and best enable the researcher to answer research questions and meet objectives (Saunders *et al*, 2019).

3.8 Data collection Procedures

Data collection procedures are the methods of gathering or collecting information through interviews, questionnaires, observation, documentary review, visual materials as well as recording information (Creswell & Creswell, 2018). The researcher collected both primary data by using interviews as well as questionnaires and secondary data by documentary reviewing to ensure data accuracy.

3.8.1 Data collection tools

To ensure the validity of data and to avoid bias, the researcher used both interview

guides and, questionnaires.

3.8.1.1 Interview

Interview helps the researcher to gather valid and reliable data that are relevant to the research questions and objectives of the study (Creswell & Creswell, 2018). In this study, the researcher used a semi-structured interview including a list of questions covered during the interview, the purpose of semi semi-structured interview is to understand the interviewee's explanations and meanings (Saunders, 2019). Interviewees were human resource officers from hotels, and officers from the MNRT quality control section.

3.8.1.2 Questionnaires

Questionnaires enable the researcher to examine the relationship between variables and cause-effect relationships (Saunders, 2019). This study used self-administered questionnaires to be completed by employees and supervisors from hotels (Serena Hotel, Hyatt Regency Hotel, and The Courtyard Hotel), employees and human resource officer from Air Tanzania and employees from National Museum and House of Culture. Questionnaires were delivered by hand to each respondent.

3.9 Data Processing and Analysis

Data were analyzed both qualitatively and quantitatively to turn them into information and make them useful. By using quantitative approach, the data were analyzed and presented inform of graphs, charts and tables to show frequency of occurrence and to establish statistical relationship between variables. Therefore,

quantitative data collected were edited, coded, analyzed and processed with the aid of Statistical Package for Social Sciences (IBM SPSS: version 26 for windows). Data entered into SPSS program to produce frequencies and percentages of responses. Simple linear regression analysis used to test relationship between variables. Smart PLS used to measure the mediating effect of employees' performance in the relationship between motivation and service quality. Qualitative data were analyzed and presented through direct quotes obtained from respondents during interview.

3.10 Variables and Measurement Procedures

This study comprises of independent, mediating and dependent variables. Independent variable includes extrinsic motivation factors which are salary, job security and work environment. They include also intrinsic factors which are recognition, promotion and responsibility. The study also has a mediating variable which is employee performance which include timely accomplishment of tasks, willingness to respond to customers and effective communication. Descriptive analysis used to measure the independent variables by using five points Likert scale. Inferential statistics where by simple regression analysis used to measure relationship between independent and dependent variables. Smart PLS used to measure mediating variables of employees' performance in the relationship between motivation and service quality.

3.11 Validity and Reliability

Whiston (2012) defined validity as obtaining data that is appropriate for the intended use of the measuring instruments; validity should ensure suitable

measurements according to the purpose of the research. There are three ways of measuring validity, Construct, content, and criterion validity (Sürücü *et al*, 2020). In this study, the researcher used content validity in qualitative data by ensuring the questions given to respondents correspond with the objectives of the study. Moreover, to ensure validity, the researcher used Slovin's formula (1960) with a confidence level of 95%.

Reliability is the stability of the measuring instrument use and its consistency over time, that is the ability to measure instruments to give similar results when applied at different times (Bryman and Bell, 2015: Sürücü *et al*, 2020). The researcher did the Cronbach's alpha test in quantitative data and produce a coefficient and ensure that the instrument was a reliable means of measuring variables on employees' motivation and service quality.

3.12 Ethical Considerations

The researcher approached the targeted population for data collection procedures. The respondents informed that they had to fill the relevant information precisely and to the best of their knowledge. They were also informed that this study was for academic purposes only and the information provided were for academic benefits therefore the respondents were not required to disclose their name, addresses or phone numbers in the questionnaires. They then informed that they played their part effectively and willingly. After the researcher explained the purpose of the study, the respondents were assured of anonymity and confidentiality.

CHAPTER FOUR

FINDINGS

4.1 Chapter Overview

This chapter covers the findings of the study. The findings are presented as per specific objectives of the study. The first subsection presents demographic characteristics of respondents; the second subsection presents the descriptive analysis of the findings and the second subsection presents regression analysis of the findings.

4.2 Questionnaires response from the targeted population

Although the targeted sample size was 115, the response was only 106 respondents. 102 respondents responded through questionnaires and only 4 were interviewed as shown in Table 4.1 below.

Table 4.1 Response

Department	Targeted Population	Sample	Response
Hotel Supervisors (Serena Hotel, Hyatt Regency Hotel and The Courtyard Hotel)	10	5	5
Hotel and human resource officers (Hyatt Regency Hotel, Serena Hotel and The Courtyard Protea Hotel)	3	3	3-Interviewed
Employees from the National Museum House of Culture employees	8	4	4
Employees from hotels and Lodge (Hyatt Regency Hotel, Serena and The Courtyard Protea Hotel)	95	80	72
Employees from airline companies(Air Tanzania)	40	20	20

Air Tanzania Human Resource Officers	2	1	1
Ministry of Natural Resources Quality Control section.	4	2	1-Interviewed
Total	162	115	106

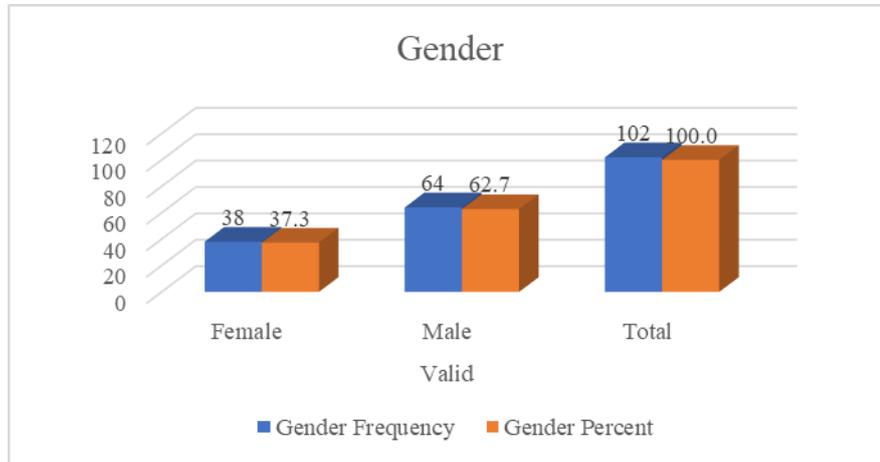
Source: Researcher (2023)

4.3 Respondents Demographic Characteristics

The respondent's characteristics cover the following information gender, age, marital status, educational level, occupation, and work experience. The significance of knowing the demographic features of respondents is to explore attitudes, opinions, and behavior and how do they differ from each respondent (Saunders et al, 2019).

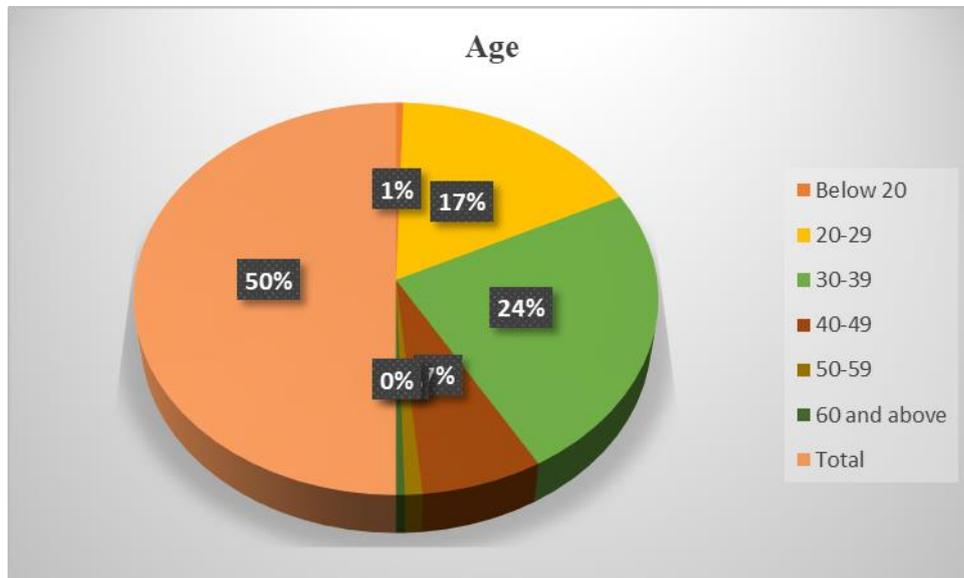
4.3.1 Gender of Respondents

The findings of the study indicate that in gender variable out of 102 respondents, 38(37.3 %) were female and 64(62.7%) were male. The majority of respondents were male as compared to female, according to the literature, the higher rate of employment for males in Tanzania indicates that males have more access to formal employment opportunities possibly due to societal and cultural factors (Mulema, 2023)

Table 4.2 Gender of respondents

4.3.2 Age of respondents

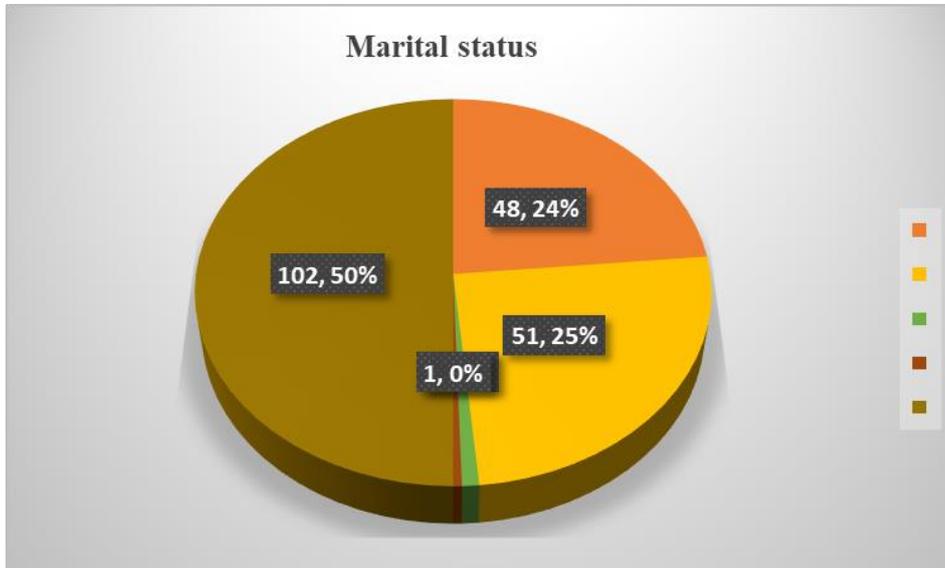
Researcher considered age as one of the important parameters to be analyzed in this study since delivering service quality can also be determined by age. From the study findings as shown on figure 4.3, only 1(1.0%) respondent out of 102 was below age 20. 35(34.3%), were in the age between 20 to 29, 49(48%) out of 102 respondents were in the age between 30 to 39, 14(13.7%) out of 102 respondents were in the age of 40 to 49, 2(2%) out of 102 respondents, were in the age from 50 to 59. Only 1(1.0%) respondent was aged from 60 and above. The majority of the respondents were young and energetic who are suitable to deliver quality services to customers.

Figure 4.2: Age of Respondents

Source: Researcher (2023).

4.3.3 Marital status

Findings from marital status shows that 48(47.1%) respondents out of 102 were single, 51(50%) were married, 2(2.0%) were widow and only 1(1.0%) respondent was a widower. This shows that majority of respondents were married and have family responsibilities too. There is literature evidence that employees who are married value their job more and perform better in organizations due to the family responsibility they have (Pujiati, 2023), married employees usually increase their commitment to job performance (Sobaih & Husanein, 2020).

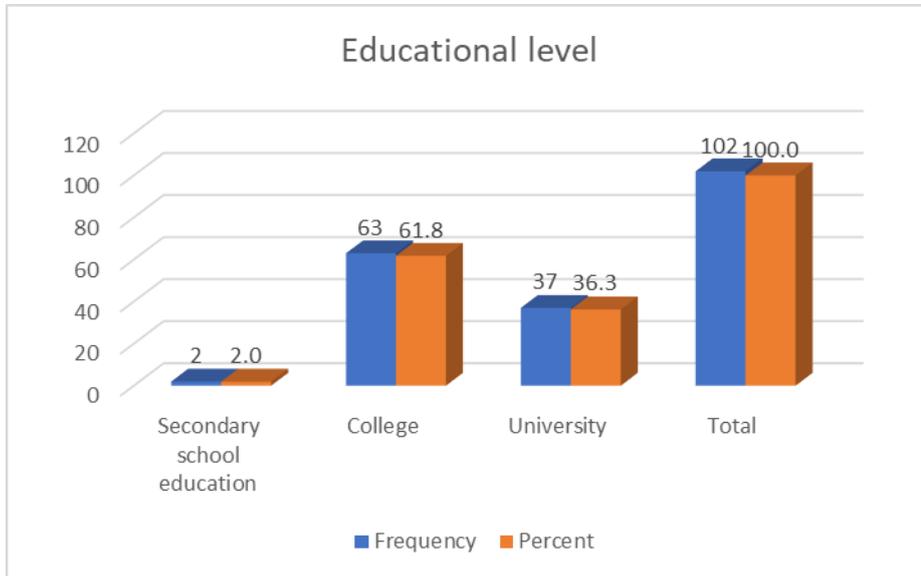
Figure 4.3: Marital status

Source: Researcher (2023)

4.3.4 Education level

Another demographic component is educational level. 2(2.0%) of respondents had secondary education level, 63(61.8%) had college education and 37(36.3%) had university education level. Majority of respondents had college education since majority of the employees employed in hotels had college education awarded technician certificate. Educational level is important variable in this study since it helped the researcher to accurate findings from respondents who were familiar with the research topic.

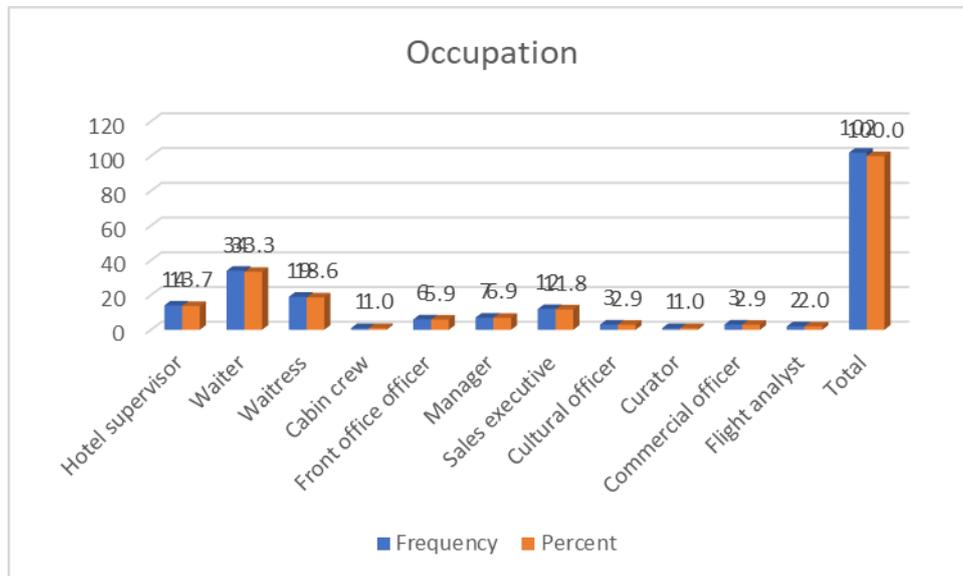
Figure 4.4: Educational level



Source: Researcher (2023)

4.3.5 Occupation

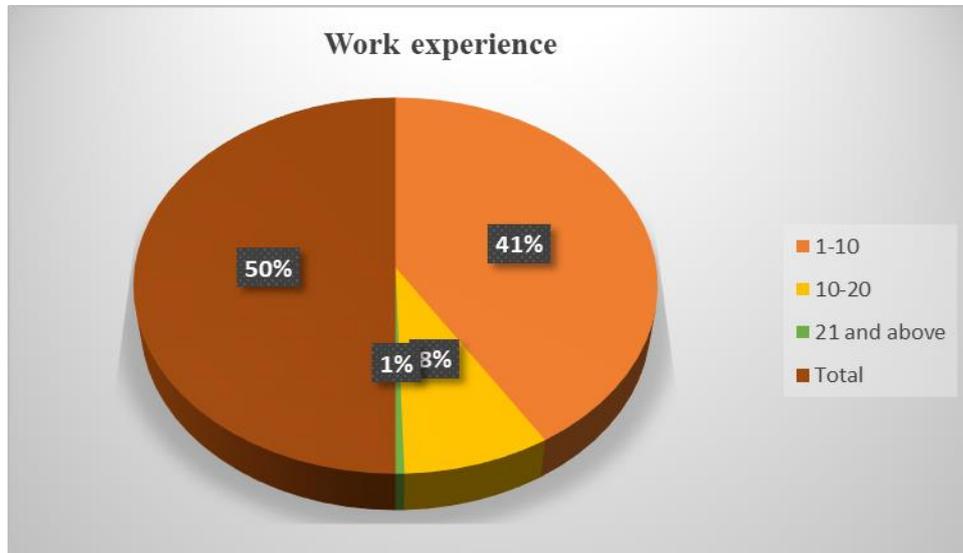
Figure 4.5 presents the occupation of respondents. 14 (13.7%) respondents out of 102 were hotel supervisors, 34(33.3%) of respondents were waiters, 19(18.6%) of respondents were waitress, 1(1.0%) was Cabin crew, 6(5.9%) of respondents were front office officers, 7(6.9%) were managers, 12(11.8%) were sales executives, 3(2.9%) of respondents work as cultural officers, 1(1.0%) of respondents works as a Curator, 3(2.9%) work as commercial officers, 2 (2.0%) were flight analysts. In this variable majority of respondents work as waiters in hotels.

Figure 4.5: Occupation

Source: Researcher (2023)

4.3.6 Work experience

Table 4.6 shows the work experience of respondents. 84(82.4%) of respondents had a work experience of 1 to 10 years, 17(16.7%) of respondents had work experience of 10 to 20 and only 1(1.0%) had a work experience of 21 and above. Therefore from this variable findings, the majority of respondents had experience of 1 to 10 years, this is because most of the employees who have been employed in hotels work under contract terms.

Figure 4.6: Work experience

Source: Researcher (2023)

4.4 Validity and Reliability of the Study

Validity is obtaining data that is appropriate for the intended use of the measuring instruments; validity should ensure suitable measurements according to the purpose of the research (Whiston, 2012). In this study, the researcher used content validity by ensuring the questions given to respondents correspond with the objectives of the study. To make sure the data collection tool evaluated what it was supposed to, it was thoughtfully designed in accordance with the research's objectives, and its content was connected to relevant literature.

Reliability is the stability of the measuring instrument use and its consistency over time, that is ability to measure instruments to give similar results when applied at different times (Bryman & Bell, 2015; Sürücü *et al*, 2020). The value of Cronbach alpha is 0.7 to 1, a questionnaire or data is said to be reliable and solid if Cronbach

alpha falls between mentioned ranges (Ekwoaba *et al*, 2015). After doing a reliability analysis on the acquired data, the Cronbach's alpha test produced a coefficient of 0.799, indicating that the instrument was a reliable means of measuring variables on employees' motivation and service quality.

Table 4.2: Reliability Statistics

Cronbach's Alpha	N of Items
.799	12

Source: Researcher (2023)

4.5 Findings

4.5.1 The Influence of Extrinsic Factors (EF) in Motivation on Service Quality Enhancement (SQE) in Tourism Industry

Extrinsic factors like money and working condition cause positive job satisfaction (Sobaih & Husanein, 2020). In this study, analysis of the variables under extrinsic motivational factors including salary, job security, and work environment were descriptively analyzed to preliminarily measure the influence of extrinsic factors on service quality enhancement. Variable statements were rated on a five-point Likert scale ranging from 1= strongly disagree, 2= Disagree, 3=Neutral, 4=Agree and 5=Strongly agree. On the statement 'my salary is quite enough to motivate me to deliver best services to customers', 30(29.4%) out of 102 respondents were strongly disagreed, 5(4.9) out of 102 respondents disagree, 34(33.3%) of 102 respondents were neutral, 26(25.5%) of respondents agreed and 7(6.9%) out of 102 respondents were strongly agreed. Therefore the findings shows that salary is not enough to

motivate them to deliver best services to customers since 30(29.4%) respondents were strongly disagree and 34(33.3%) of respondents were neutral that means they neither agree nor disagree with this statement. These findings are the same with those of (Mlangala & Thomas 2022) whose findings indicated that employees are not motivated through salary. During the interview with one of the Human Resource Officer in a Hotel who was asked to whether salary is a motivator to employees, the interviewed responded: *'We do not motivate employees through salary, there is merit award and service charge allowances given to employees who perform better and offer best services to customers'*

During the interview with the officer from Ministry of Natural Resources and Tourism under quality control section responded that, *"the Ministry ensures employees in hotels are motivated through salary by implementing grading system of the hotels that is Hotels with higher grades has to pay attractive salaries to employees depending on government salary schemes. But the challenge is most of the hoteliers avoid grading hotels to minimize costs of operations.*

The findings on job security indicated that job security is at minimal level. The evidence showed that out of 102 respondents 32(31.4%) were strongly disagree with the statement, 37(36.3%) were neutral, 22(21.6%) agreed, 7(6.9%) strongly agree and 4(3.9%) disagree. This implies that their job is not secured since most of employees especially in hotels works under contract terms. During the interview with Human Resource Officer responded that *"Most of the employees here work under contract terms, and if the performance of the employee is good, then we offer him/her*

another contract.' However, this differs from one organization to another since 22(21.6%) agreed that their job is secured. During the interview with Human Resource Officer in a hotel responded:

'We have employees who have been working here since 1995 and they work under permanent contracts therefore job security is high and it works as a motivation to employees'.

The findings on another variable of work environment, respondents were asked whether to agree or disagree with the statement that 'work environment influences me to offer good services', 14(13.7%) strongly disagree, 2(2.0%) disagree, 15(14.7%) were neutral, 46(45.1%) agreed, 25(24.5%) strongly agreed. Therefore majority of respondents agreed that the work environment motivate them to deliver best services to customers. During the interview with Human Resource Officer on the issue of work environment, the interviewee responded that

"employees work under safe and conducive work environment with enough facilities, this contribute on delivering quality services to customers'.

Therefore, from these findings it shows that, good work environment motivates employees to deliver good services to customers. These findings are consistent with (Baryadana, 2020: Sobaih & Husanein, 2020) whose findings indicated that work environment is important factor which influence employees to deliver good services. Therefore, from this variable, it seems that employees are not motivated through salary and job security that means managers do not use extrinsic factors to motivate employees and therefore employees are motivated only by work environment.

Table 4.3 Descriptive analysis on the influence of Extrinsic factors

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My salary is quite enough to motivate me to deliver best services to customers	30 29.4%	5 4.9%	34 33.3%	26 25.5%	7 6.9%
My job is secure and gives me assurance that I will be able to work without fear of being dismissed.	32 31.4%	4 3.9%	37 36.3%	22 21.6%	7 6.9%
Work environment influences me to offer good services	14 13.7%	2 2.0%	15 14.7%	46 45.1%	25 24.5%

Source: Researcher (2023)

4.5.1.1 Regression Analysis to examine the influence of extrinsic factors on service quality enhancement

Table 4.4 shows data findings analyzed by using SPSS to determine the influence of independent variables which are extrinsic factors on the dependent variable which is service quality enhancement. Simple regression analysis was done to determine whether extrinsic factor has a direct influence on service quality enhancement. The findings from table 4.4 show that, extrinsic factors insignificantly influence service quality enhancement ($\beta = -0.036$, $p=0.717$), this implies that there is an insignificant relationship between the extrinsic factors and service quality which means the relationship is not statistically significant. This is consistent with the two-factor theory of Fredrick Herzberg which states that extrinsic factors do not directly influence employees to perform (Herzberg, 1959). Moreover, these findings are contrary with those of (Snipes et al, 2005: Sobaih &Husanein, 2020). whose findings indicated that there is direct influence between extrinsic factors and service quality.

Table 4.4 Coefficients of regression between extrinsic factors and service quality enhancement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.373	.351		12.469	.000
Extrinsic Factors	-.040	.110	-.036	-.363	.717

a. Dependent Variable: SERVICE QUALITY ENHANCEMENT

Source: Researcher (2023)

4.5.2 The Influence of Intrinsic Factors (IF) in Motivation on Service

Quality Enhancement (SQE) in Tourism Industry

Intrinsic motivation cause positive satisfaction leading to proper performance at the work place, they are the sources of satisfaction (Sobaih & Husanein, 2020). Table 4.5 shows analysis of the variables under intrinsic factors includes recognition, promotion and responsibilities. Descriptive analysis was done to determine whether respondents agreed or disagreed with the three statements under this variable. Variable statements were also rated on a five-point Likert scale ranging from 1= strongly disagree, 2= Disagree, 3=Neutral, 4=Agree and 5=Strongly agree. On the statement “I receive adequate recognition when delivering quality services to customers’, Out of 102 respondents, 8(7.8%) strongly disagreed, 5(4.9%) disagreed, 4(3.9%) were neutral, 31(30.4%) agreed and 54(52.9%) were strongly agreed with the statement. During the interview done with Human Resource officers on recognition of employees towards their contribution to the organization, the following were the responses:

'We recognize those employees who deliver quality services to customers, we offer certificate of recognition for exceptional performance, monetary award end of the year, free vouchers for an employee to get services from spa and massage, and restaurants all these depends on getting good compliments or feedback from customers'

'Another Human Resource Officer responded that, recognition is highly considered in this organization. To most employees salary is not a motivator but recognition is the strongest motivational factor since we recognize who deliver quality services to customers through merit award, best employee of the month, service charge all these are offered to employees as a way to show appreciation for their contribution.'

'Another response from Human Resource Officer on recognition said that, ' we motivate employees to perform through recognition of exceptional performance, this is done through offering interest free loans, free birthday cakes and all these are done after getting positive feedback from the customers. '

Therefore, recognition is the strongest motivator which influence employees to deliver quality services. However, these findings are contrary to (Adanse et al, 2018) whose findings indicated that employees recognition in hotel is not implemented. Another statement under intrinsic variable was 'I receive promotional reward after delivering quality services to customers.' Out of 102 respondents, 11(10.8%) strongly disagreed, 2(2.0%) disagreed, 6(5.9%) were neutral, 35(34.3%) agreed and 48(47.1%) strongly disagreed that they receive promotion when they deliver quality services to customers.

A response from Human Resource Officer was "we have promotional rewards and this is awarded to employees after they offer exceptional performance"

Another Human Resource Officer responded that we promote hard working employees, for example from waiter to supervisor to service manager

Respondents were also asked to whether disagree or agree with the statement ‘I feel motivated to deliver the best services due to job responsibilities I have’, 21(20.6%) strongly disagree, 6(5.9%) disagreed, 17(16.7%) were neutral, 31(30.4%) agreed and 27(26.5%) were strongly agreed. This shows that employees are also motivated to deliver quality services due to the responsibility given to them and opportunity to make decision from responsibilities they have.

Table 4.5: Descriptive analysis on the influence of Intrinsic factors

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I receive adequate recognition when delivering quality services to customers.	8 7.8%	5 4.9%	4 3.9%	31 30.4%	54 52.9%
I receive a promotional reward after delivering best services	11 10.8%	2 2.0%	6 5.9%	35 34.3%	48 47.1%
I feel motivated to deliver the best services due to job responsibilities I have	21 20.6%	6 5.9%	17 16.7%	31 30.4%	27 26.5%

Source: Researcher (2023)

4.5.2.1 Regression Analysis to examine the influence of intrinsic factors on service quality enhancement

Table 4.6 shows data findings analyzed by using SPSS to determine the influence of independent variables which are Intrinsic factors on dependent variable which is

service quality enhancement. Simple regression analysis was done to determine whether intrinsic factor has direct influence on service quality enhancement. The findings from table 4.6 shows that, intrinsic factors positively influence service quality enhancement ($\beta = 0.387$, $p=0.000$), this implies that there statistically positive relationship between the intrinsic factors and service quality. This is consistent with the two factor theory of Fredrick Herzberg which state that intrinsic factors directly motivate employees (Herzberg,1959). These findings are consistent with (Sasongko, 2018), that there positive relationship between intrinsic motivation and service quality.

Table 4.6 Coefficients of regression between intrinsic factors and service quality enhancement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.644	.270		6.086	.000
	INTRINSIC_FACTOR	.389	.093	.387	4.195	.000

a. Dependent Variable: Service Quality

Source: Researcher (2023)

4.5.3 The effect of employees' performance (EP) and service quality enhancement

Table 4.7 shows analysis of the relationship between employees' performance and service quality. According to literature, employees performance can be measured by

several factors like timely accomplishment of tasks(punctuality) and consistency in work, responding to customers complaints and effective communication and collaborative team work (Mustafa & Okeyo, 2018; Alexandro et al, 2021) . Employees' performance was measured by three dimensions which are timely accomplishment of tasks (punctuality) and consistency, willingness to respond to customer complaints; and communication and collaborative team work. Descriptive analysis was done to determine whether respondents agreed or disagreed with the three statement under this variable. Variable statements were also rated on a five-point Likert scale ranging from 1= Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree and 5=Strongly agree. On the statement “accuracy and consistency in work influence service quality delivery’, out of 102 respondents, 12(11.8%) strongly disagreed, 1(1.0%) disagreed, 7(6.9%) were neutral, 16(15.7%) agreed on the statement and 66(64.7%) were strongly agreed.

This shows that majority of respondents strongly agreed that accuracy and consistency influence service quality delivery. In addition, willingness to respond to customers' complaints influence service quality delivery, out of 102 respondents, 9(8.8%) strongly disagreed, 1(1.0%) disagree, 9(8.8%) were neutral, 25(24.5%) agreed and 58(56.9%) strongly disagreed. Therefore, majority of respondents strongly agreed that willingness to respond to customer complaints influence service quality delivery. Lastly, on effective communication and collaborative team work influence service delivery, 8(7.8%) respondents out of 102were strongly disagreed, 1(1.0%) disagreed, 6(5.9%) were neutral, 19(18.6%) agreed and 68(66.7%) strongly agreed. Therefore, majority of respondents strongly agreed that effective

communication and collaborative teamwork influence service delivery. However, results shows that respondents strongly agreed with all variable statements that timely accomplishment of tasks (punctuality and consistency in work influence service quality delivery and willingness to respond to customers complaints influences service quality delivery too. These results are consistent with (Alexandro, 2021) whose findings indicated that timely accomplishments of tasks and willingness to respond to customers influence quality of service delivery and eventually bring customer satisfaction.

Table 4.7: Descriptive analysis on the relationship between employees performance and service quality

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Timely accomplishment of tasks(punctuality) and consistency in work influence service quality delivery	12 11.8%	1 1.0%	7 6.9%	16 15.7%	66 64.7%
Willingness to respond to customers' complaints influences service quality delivery	9 8.8%	1 1.0%	9 8.8%	25 24.5%	58 56.9%
Effective communication and collaborative teamwork influence service quality delivery	8 7.8%	1 1.0%	6 5.9%	19 18.6%	68 66.7%

Source: Researcher (2023)

4.5.3.1 Regression Analysis to determine the relationship between employees

Performance and service quality enhancement

Regression analysis was carried with the objective to determine the relationship between employees' performance and service quality. Table 4.8 shows data findings analyzed by using SPSS showing relationship between two variables namely employees performance and service quality. The findings indicates that there is statistically significant positive relationship between employees performance and service quality enhancement ($\beta = 0.612$, $p=0.000$), these findings are consistent with (Mustafa & Okeyo, 2018; Indrastuti et al, 2020; Sibonde & Dassah, 2021) whose findings indicated that employees performance and service quality are correlated and there is significant relationship between these two variables.

Table 4.8 Coefficients of regression between employees performance and service quality enhancement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.525	.362		4.209	.000
	Employee Performance	.649	.084	.612	7.745	.000

a. Dependent Variable: SERVICE QUALITY

Source: Researcher (2023)

4.5.4 The Mediating effect of employees' performance in the relationship between motivational factors and service quality enhancement

Smart PLS (Partial Least Square) used to test the mediating role of employees performance in the relationship between intrinsic factors in motivation and service

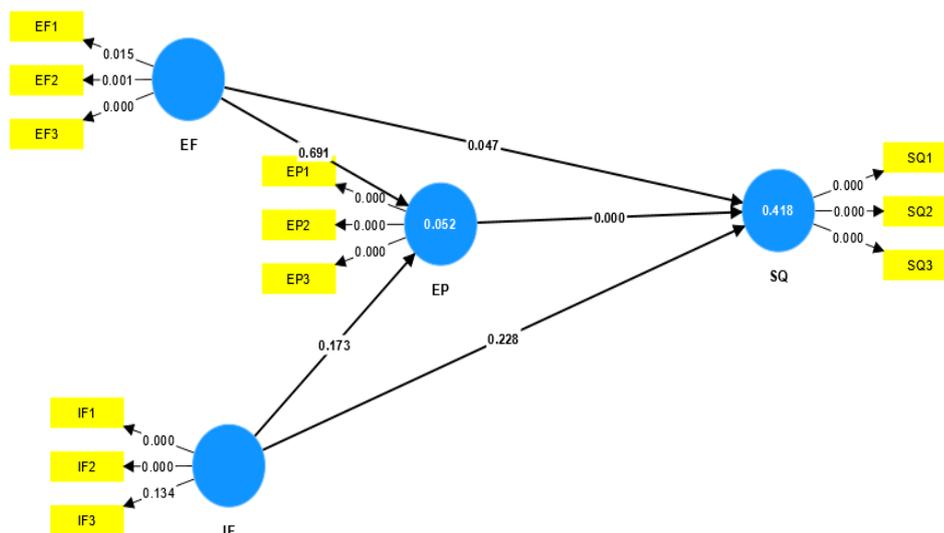
quality enhancement. The results in **Table 4.9** and **figure 4.7** indicated that employees performance does not have any mediation effect on the relationship between intrinsic factors and service quality enhancement. The p-value of 0.173 shows results are not statistically significant at conventional levels ($p < 0.05$). If t-statistics is less than 1.96 and level of significance is more than 0.05 means there is no mediating effect.

Table 4.9 Mediating role results

	b	T statistics	P values	Results
IF -> EP -> SQ	0.119	1.298	0.173	Not supported
EF -> EP -> SQ	0.033	0.397	0.691	Not supported

Source: Researcher (2023)

Figure 4.7 Smart PLS presenting the mediation effect



Source: Researcher (2023)

The mediating role of employees performance in the relationship between extrinsic factors and service quality enhancement. The results in **Table 4.9** and **figure 4.7** above indicated that employees performance does not have any mediation effect on the relationship between extrinsic factors and service quality enhancement. The p-value of 0.691 shows results are not statistically significant at conventional levels ($p < 0,05$). If t-statistics is less than 1.96 and level of significance is more than 0.05 means there is no mediating effect.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Chapter Overview

This chapter covers discussion of the findings. The discussion based on the findings of each specific objectives on the influence of extrinsic factors on service quality enhancement; the influence of intrinsic factors on service quality enhancement; the effect of employees performance on service quality enhancement; and the mediating effect of employees performance in the relationship between motivation and service quality enhancement.

5.2 The Influence of Extrinsic Factors (EF) in Motivation on Service Quality

Enhancement (SQE) in tourism industry

Under descriptive analysis to measure the influence of extrinsic factors on service quality delivery, the results showed that salaries are not quite enough to influence employees to deliver quality services to customers, this is consistent with (Mlangala & Thomas, 2022). Salary seemed to have a strong impact on service quality delivery since most of the employees agreed on that. However these findings are contrary to other findings of several studies whereby it seemed salary is not a strong motivator (Herzber, 1959). This is different in Tanzania where most of the employees can not perform without salaries, employees depend on the salary to sustain their lives so it is a strong motivator for them to deliver quality services. The more employees are provided with attractive salaries the more they perform effectively in the organization and eventually the service quality becomes best. According to the theory used in this study (Herzberg, 1959), salary is no longer a motivator in modern

management. However, this differs with Tanzania work environment since it has been seen that employees in Tanzania depend on salaries for them to be motivated to perform. Therefore this depends on the demographic features of the respondents for example nationality, age and marital status because when a person has a family he or she will responsibly perform better for him to get salary to sustain his life.

Moreover job security does not motivate them since majority of them work under contract employment terms especially in hotels, however this is different from other organizations like ATCL where most of the employees work under permanent contract terms. This is supported by (Baradyana, 2020) whose findings indicated that job security is not a motivator to employees. Although employees especially in hotels agreed on the importance of motivating employees through job security but unfortunately this is not implemented in hotels since most of the employees were working under contract terms. Job security is one of the extrinsic factors which reinforce performance behavior of employees, when it is well implemented causes best performance. When job security is not offered to employees caused job dissatisfaction (Ann & Blum, 2019).

However work environment motivates them to deliver quality services because they work under safe and conducive work environment therefore work environment is a motivator to them. This finding concurs with (Baradyana, 2020; Mlangala & Thomas, 2022). In determining the influence of extrinsic factors on service quality enhancement, the results indicate that there is a statistically insignificant relationship between extrinsic factors and service quality enhancement ($\beta = -0.036$, $p=0.717$) due to the fact that extrinsic factors are moderately implemented. These findings are

contrary with those of (Snipes et al, 2005; Sobaih & Husanein, 2020). whose findings indicated that there is direct influence between extrinsic factors and service quality.

5.3 The Influence of Intrinsic Factors (EF) in Motivation on Service

Quality Enhancement (SQE) in tourism industry

The descriptive analysis results on the influence of intrinsic factors on service quality enhancement showed that, majority of employees agreed that they are motivated through recognition, promotion and job responsibilities, therefore intrinsic factors motivate them to deliver quality services. This is the same as the findings of (Harris et al, 2017). Simple regression analysis indicated that there is statistically significant positive relationship between intrinsic factors and service quality enhancement ($\beta = 0.387, p=0.000$). These findings are consistent with (Sasongko, 2018) who indicated that intrinsic factors in terms of promotion and recognition influence quality of service delivery. In most of these organization employees are being motivation motivated intrinsically, for example there is recognition of best employees in a month or in a year, where employers recognize their best performance by giving them rewards and placing there pictures on the bulletin board.

According to Herzberg (1959) in Ann & Blum (2019), intrinsic motivation like recognition is important motivation to employees since it brings direct satisfaction and motivate employees to perform effectively. This is also the same in tourism industry in Tanzania particularly in hotels where recognitions seemed to be a very strong motivator to employees and this lead them to deliver quality services. When employees performs, the hotel recognize his efforts by awarding him or her with

different kinds of rewards for example merit award. This make employees feel that they are part of the organization achievements.

Promotion of which intrinsically is advancement to employees also contribute to quality service delivery. An employee performs better when he feels that there is an opportunity for promotion or advancement. Responsibilities as well which are given to individuals and authority to make decision brings satisfaction to employees.

5.4 The effect of employees' performance (EP) on service quality enhancement

The finding also proves the statistically significant relationship between employees performance and service quality. The dimensions under employees performance were timely accomplishment of task (punctuality) and consistency, willingness to respond to customers complaints and communication and collaborative team work, majority of respondents agreed that all these dimensions under employees performance influence service quality enhancement ($\beta = 0.612$, $p=0.000$). These findings are consistent with (Mustafa & Okeyo, 2018 ; Indrastuti et al,2020; Sibonde & Dassah, 2021). Therefore when employees perform better by ensuring timely accomplishment of tasks, willingness to respond to customers and communication and collaborative team work all these influence service quality. Employees' performance has a positive effect on service quality delivery in terms of accomplishment of task on time, respond to customers willingly and work in a unified manner as a team to perform better in organizations. Employees performance comes when there is motivation provided to employees, when there is best performance of employees eventually service delivery will be quality enough. This

study proves that there is relationship between employee performance and service quality.

5.5 The mediating effect of employees motivation in the relationship between motivational factors and service quality enhancement

Moreover under the mediation findings prove that employees performance does not mediate the relationship between two motivational factors (extrinsic and intrinsic) and service quality enhancement. These results are consistent with (Herawati et al, 2021) whose results showed that; employees' performance had no mediating effect in relationship between motivation and quality of service because employees are not being motivated to perform. That means employees performance as a mediating factor has no effect in the relationship between motivation and service quality.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

The purpose of the study was to analyze the Role of Motivation as an Active Impetus for Service Quality Enhancement. Based on the findings, it was concluded that since employees are the important asset in tourism industry and they play a significant role in gaining competitive advantage, motivating employees to deliver quality services is unavoidable. Motivation plays a significant role in service quality enhancement especially when you motivate employees both extrinsically and intrinsically.

6.1 Conclusion

6.1.1 The Influence of Extrinsic Factors (EF) in Motivation on Service Quality Enhancement (SQE) in tourism industry

Although Fredrick Herzberg (1959) suggested that extrinsic factors do not bring direct satisfaction but their absence cause dissatisfaction, but this is quite different in developing countries like Tanzania where salary as one of the extrinsic factors is a strong and powerful motivator in motivating employees to perform and deliver quality services. This is not only in tourism industry but salary plays a great role in motivating employees to deliver quality services even in public organization in Tanzania (Mlangala & Thomas 2022). As per the descriptive findings of this study majority of employees responded that their salaries are not quite enough to motivate them in delivering quality services, additionally the regression analysis showed that there is no relationship between extrinsic factors and service quality enhancement this is because employees motivation in terms of salary and job security is still low.

6.1.2 The Influence of Intrinsic Factors (EF) in Motivation on Service

Quality Enhancement (SQE) in tourism industry

Intrinsic factors in terms of recognition, promotion and responsibilities given to employees are strong motivators in tourism industry, but it should be noted that motivation in terms of extrinsic and intrinsic factors contributes in delivering of quality services in tourism industry in Tanzania. Therefore, reflecting Fredric Herzberg two factor theories (1959), this study contributed to this theory by integrating the aspect of service quality enhancement. Since both extrinsic and intrinsic factors motivate employees to perform better, on the other hand there is a positive relationship between employees' performance and service quality. Motivated employees perform better and eventually deliver quality services to customers. Since intrinsic factors are internal, they drive an individual to be committed to his job. Intrinsic motivation factors functions better when they are combined with extrinsic factors especially in Tanzanian work environment.

6.1.3 The Effect of Employees' Performance (EP) on Service

Quality Enhancement

The findings of this study proved that employees' performance has a relationship with service quality enhancement. Factors like timely accomplishment of tasks, willingness to attend the customers and effective communication are the factors in employees' performance which contribute to service quality delivery. Employees cannot meet customers' expectations if their performance is poor. Therefore in today's competitive world organizations put emphasis on ensuring performance of

employees to win competitive advantages. If performance of employees is not promising service delivery will be poor.

6.2 Recommendations

6.2.1 To Managers

The study findings on descriptive analysis indicated that employees in tourism industry especially in hotels, Airlines and in museum use more intrinsic motivation to motivate employees. Thus, the results have managerial implications and therefore key recommendations that could assist the enhancement of service quality through motivation are suggested. Motivation is the key to address organizational challenges; although intrinsic motivation has been used more to enhance service quality delivery but both extrinsic and intrinsic motivation are crucial in motivating employees to deliver quality services especially in developing countries like Tanzania. For instance, salary is the strongest motivator in Tanzania but managers ignore to improve employees' salaries due to the notion that underemployment may force them to stick to their job whether they are satisfied with the salaries or not. Therefore, it is recommended that extrinsic factors in terms of salaries should be aligned together with intrinsic factors to motivate employees in the industry.

Managers should also put consideration on job security for employees in terms of ensuring permanent employment contracts. Employees perform better and deliver quality services when they have a feeling they belong to the organization and they are valuable asset to their employers and this makes them feel their job is secured. These findings have also policy implications.

6.2.2 To the Government

The Tanzania Tourism Policy of 1999 is outdated. The policy should be amended to cater the current needs of human resource practices as well as service quality enhancement strategies. Also, it is recommended that the implementation of a good feedback mechanism that allows employees to share their insights and concerns about their rights. Implementing the feedback to show that their opinions are valued. If you want to manage effective performance from employees, feedback and transparency is very vital since it enables employees to work on the feedback whether it is negative or positive. Implementation of the clear communication channels to ensure employees understand the roles, expectations and the impact of their contributions on service quality.

6.2.3 To Hotel Owners

Accommodation is one of the important components of tourism. Tourists can not enjoy their destinations without being accommodated well. In that case accommodation sector needs highly motivated employees will be committed enough to deliver quality services to customers. It is recommended that hotel owners to design a good motivation policy which will motivate employees both extrinsically and intrinsically through attractive salaries, job security, conducive work environment, recognition, promotion and clear responsibilities.

6.2.4 To Tourism Stakeholders

Stakeholders in tourism industry should understand that service quality is a pillar to maintain the customers. A customer will be loyal if he believes that his expectations

will be met. Therefore, linking employee's motivation and service quality should be an important agenda which should not be ignored. They should cooperate together to insure effective handling of employees in the industry.

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APPENDICES

Appendix 1

3.12 Schedule of Activities

		2023												2024											
S/N	ACTIVITY	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1	Proposal writing																								
2	Submission of proposal																								
3	Proposal defense																								
4	Data collection																								
5	Data analysis																								
6	Submission of report																								
7	External examiners review																								
8	Dissertation defense																								
9	Submission of final Dissertation																								

Appendix 2

3.13 Proposed Budget

No.	Description	Unit Cost	Quantity	Total (TZS)
	Taxi Fare Dar es Salaam for data collection	50,000	21	1,050,000
	Data Analysis	1,000,00	1	1,000,000
	Communication costs	500,000		500,000
	Report Editing	500,000	1	500,000
	Stationery	500,000	1	500,000
	Publications	500,000	2	1,000,000
	Total Budget			4,550,000/ =

Appendix 3**RESEARCH QUESTIONNAIRE FOR EMPLOYEES****PART 1. INTRODUCTION**

Dear respondent,

I am a student from the Open University of Tanzania. I am conducting a study on The Role of Employees' Motivation as an active Impetus For Service Quality Enhancement: This questionnaire is for gathering information for the aforementioned research topic. You are requested to fill in this questionnaire as accurately and frankly as possible. The information that will be provided will be treated with the utmost confidentiality, your name will not appear in the report.

Thank you very much in advance for taking time to fill in this questionnaire.

PART 2. PROFILE OF RESPONDENTS

Please select your most appropriate response

Please indicate your sex

Female ()

Male ()

How old are you?

Below 22 ()

22-29 ()

30-39 ()

40-49 ()

50-59 ()

60-64 ()

65 and above ()

Marital status

Single () Widow ()

Married () Divorced ()

Occupation

Hotel supervisor ()

Waiter ()

Waitress ()

Cabin Crew ()

Other (Specify)

5. How many years have you been working in this organization?

1-10 years

10-20 years

21 and above

PART 3. THE INFLUENCE OF MOTIVATIONAL FACTORS ON SERVICE QUALITY

Please read each statement and circle one of the five numbers against it, the number you choose to circle should be the number that represents the extent to which you agree with what the statement is saying about you and your job.

1= Strongly Disagree (SD); 2= Disagree (D); 3= Neutral (N); 4= Agree (A); and 5= Strongly Agree (SA).

EXTRINSIC FACTORS

SN	Statements	SD	D	N	A	SA
A	Salary					
1	My organization rewards me with salary increment whenever I offer excellent service to customers.					
2	My salary is quite enough to motivate me to offer quality service to customers					
3	I am currently satisfied with my salary					
B	Job security					
1	My job is secure and gives me assurance that I will be able to work without fear of being dismissed.					
2	My current job has stable job security and motivate me to deliver good service					
3	My job has longer job contract					
C	Work environment					
1	My work environment plays an important role to feel motivated					
2	The environment makes it easy to work in the organization					
3	The working environment is very comfortable					
	Intrinsic factors					
D	Recognition					
	I receive adequate recognition when providing better services to customers.					

	My organization value and recognize my contribution to service quality delivery					
	Recognition I receive influence me to offer best services					
E	Promotion					
1	I am provided with opportunity for promotion					
2	I am satisfied with promotional plan of my company					
3	I receive a promotional reward after delivering the best services					
F	Responsibility					
	I feel motivated to deliver the best services due to the job responsibilities I have					
	I have the opportunity to take responsibility for my job					
	I'm being given responsibilities that are within my capacity to perform					
	SERVICE QUALITY					
9	I always deliver services to customers accurately and consistently					
10	I do respond to customers' queries and complaints willingly					
11	I ensure personal attention to customers for the best service delivery					

PART 4. THE EFFECT OF EMPLOYEES' PERFORMANCE ON SERVICE QUALITY

SN.	Statements	SD	D	N	A	SA
1	Timely accomplishment of tasks(punctuality) and consistency in work influence service quality delivery.					
2	Willingness to respond to customers' complaints influences service quality delivery.					
3	Effective communication and collaborative team work influence service quality delivery.					

INTERVIEW GUIDE FOR HOTEL SUPERVISORS AND HUMAN RESOURCE MANAGERS.

Do you think employees' motivation plays a role in enhancing service quality?

.....
.....
.....
.....

2. Is there any relationship between employee's motivation and service quality? if yes how?

.....
.....
.....
.....

3. What kind of motivation incentives available for your employees?

.....
.....
.....
.....
.....

How does motivation incentives available influence service quality performance?

.....
.....
.....
.....
.....

Do your customers enjoy the service offered to them? How do you achieve this?

.....
.....
.....
.....

How do you motivate your employees through recognition, job security, promotion, and salary for service quality performance?

.....
.....
.....
.....
.....

Appendix 4.

Table 2. 1: Summary of Empirical Literature Review

SN	AUTHOR	COUNTRY	METHODOLOGY	FINDINGS
1	Wu <i>et.al</i> , 2021	China	Sequential Mixed Method	Three factors determine service quality including management systems, social systems, and personal characteristics.
2	An <i>et. al</i> , (2019)	USA	Structural equation modeling analysis.	There are direct and positive relationships among service quality, perceived value, satisfaction, and revisit intention
3	Sabri <i>et.al</i> (2019)	Malaysia	The qualitative study used a case study approach	Convenience, happiness, working environment, will and desire, relationship with colleagues, work interest, salary, relationship with the employer, and gaining new knowledge are all factors that lead employees to perform better
4	Sobaih &Husanein (2020)	Egypt	A survey study	hygiene factors like money and working conditions positively affect job satisfaction,
5	Adanse <i>et.al</i> (2018)	Ghana	A descriptive Survey study	77.8% of the employees are underpaid which leads to low morale, lack of interest in the job, and low productivity.
6	Mburu et al., (2020)	Kenya	Descriptive research design	Coaching and mentorship as well as mutual trust between employees and their superiors affect service quality positively
7	Nwokorie, (2021)	Nigeria	Correlational research procedure	There is a significant relationship between service management and guest satisfaction.

SN	AUTHOR	COUNTRY	METHODOLOGY	FINDINGS
8	Matolo <i>et.al</i> (2021)	Tanzania	A cross sectional design study	Service quality, destination image and perceived value have a significant effect on tourists satisfaction
9	Mlangala & Thomas, 2022	Tanzania	Explanatory study design	Salaries play the major role in motivating employees to work harder and delivery quality services.
10	Siddiqui &Rida (2019),	Pakistan	Explanatory study	Some employees need not only monetary benefits but they need non-monetary benefits too to be motivated to perform Recognition and work itself have positive effects on job satisfaction, while supervision and job security have negative effect on job dissatisfaction
11	Ann & Blum, (2019)	USA	Quantitative survey study	Motivated employees are highly likely to deliver high quality services
12	Sibonde & Dassah, (2021),	South Africa	Quantitative study	Intrinsic motivation is cause low morale to employees, pay and remuneration seem to be emphasized to ensure best service delivery.
13	Mofokeng & Aphane, (2022),	South Africa	Qualitative study	There is a relationship between training and the quality of service provided by employees to the customers.
14	Dhar (2014)	India	Structural equation modeling	The quality of accessibility of places and attractions that a visitor wants to see and to do contributes directly and positively to
15	Haghkhah <i>et.al</i> (2011),	Malaysia	Mathematical and quantitative modeling	

SN	AUTHOR	COUNTRY	METHODOLOGY	FINDINGS
16	Ali et al., (2021)	Iraq	Survey study	the tourism quality Fulfillment and privacy issues affect customers' satisfaction and loyalty.
17	Ahmed et.al, (2023)	Bagladesh	Quantitative study	Job security and promotion have been one of the paramount motivational strategies to stimulate employees performance and eventually building organizations competitive in service quality provision.
18	Mbise et al. (2014)	Tanzania	Cross-sectional descriptive survey design	Leadership styles, employment process, motivation, training and development, communication, compensation, rewarding styles, and employees' welfare where management practices are the factors influence the delivery of quality service There is a relationship between quality management and hotel performance.
19	Ortega et.al (2021)	Spain	Partial Least Squares (PLS)	When companies take care of the employees extrinsically and intrinsically, this will result in employees delivering a better service and influencing customers' expectation
20	Madhani (2020)	India		Employees' behavior whether positive or negative has a correlation on customers' perception of service quality regardless of their gender, nationality, purpose of visit, and length of stay
21	Kattara et.al (2015)	Egypt	Quantitative study	

SN	AUTHOR	COUNTRY	METHODOLOGY	FINDINGS
22	Chikazhe & Nyakunuwa, (2022),	Zimbabwe		Employee training and empowerment both have a positive influence on perceived service quality.
23	Anulika & Olusadum ,(2018),	Nigeria	Quantitative survey	There is a significant relationship between staff motivation and staff performance, motivation helps to reduce inefficiency in an organization.
24	Juni & Hutasuhut (2023)	Malaysia	Stratified random sampling method	There is a significant relationship between knowledge and various dimensions of service quality including reliability, assurance, tangibles, empathy, and responsiveness.
25	Mustafa & Okeyo, 2018	Kanya	A descriptive research	There is a positive relationship between employees' performance and service quality
26	Indrastuti et al, 2020	Indonesia	Quantitative survey	Employees' performance had a significant positive effect on service quality
27	Herawati et al, 2021	Indonesia	Quantitative Explanatory	Employee performance is not able to mediate the influence of motivation on employees' performance and work quality.
28	Tabaku & Cerri 2016	Albania	Quantitative method	The study found a positive association between the quality of service, employee motivation, and customer satisfaction and loyalty.

SN	AUTHOR	COUNTRY	METHODOLOGY	FINDINGS
29	Yousaf et al, 2014	Pakistan		Effective organizational commitment mediates the relationship between extrinsic motivation and task performance
30	Ravesangar & Fauzi, 2022	Malaysia	A quantitative survey	psychological ownership positively mediates the relationship between extrinsic factors like company policy and work conditions with employee performance in service quality.
31	Sasongko, 2018		A quantitative study	Employees' motivation has a mediating effect towards the relationship between HRM practices like promotion, training and compensation, and service quality
32	Sinanuwong et al, 2021	Thailand	Quantitative study	Ambidextrous behavior supported the relationship between both intrinsic and extrinsic motivation with service performance.

Source: Researcher's Compilation, 2023