

**IMPACTS OF MOTIVATION ON EMPLOYEE'S PERFORMANCE IN
PUBLIC SERVICES IN TANZANIA: A CASE STUDY OF "ILALA
MUNICIPALITY IN DAR-ES-SALAAM**

AMANI MBOGO

**DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE MASTERS DEGREE IN HUMAN RESOURCE
MANAGEMENT IN OPEN UNIVERSITY OF TANZANIA**

2013

CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance by the Open University of Tanzania a dissertation titled: **Impacts of Motivation on Employee's Performance in the Public service: A case Study of Ilala Municipality in Dar-es-salaam**, in partial fulfilment of the requirements for the Degree of Masters in Human Resource of the Open University of Tanzania.

.....

Dr .W.A. Pallangyo

(Supervisor)

Date.....

COPYRIGHT

This dissertation is a copyright material protected under the Berne Convention, the copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means, in full or in part, except for short extracts in fair dealing; for research or private study, critical scholarly review or discourse with an acknowledge, without the written permission of the Directorate of Postgraduate studies, on behalf of both the author and the Open University of Tanzania.

DECLARATION

I Amani Mbogo declare that this dissertation is my original work and that it has not presented and will not be presented to any other University for similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my father and my mother Prof. S.A Mbogo and Mrs. Zuhura Mbogo for the endless courage they showed during the whole period of my study.

ACKNOWLEDGEMENTS

Above all, my sincerest gratitude is due to GOD the father almighty, who kept my health in good condition and who gave me strength to bring this course to the end. Thanks GOD.

I wish to express my sincere thanks to my supervisor, Dr. W.A. Pallangyo who tirelessly extended a great assistance during the whole period of undertaking this research. My special gratitude should go to all the lectures of the Open University of Tanzania who in one way or another provided their valuable instructions and other contributions in making this dissertation a success. I also appreciate the contribution of my fellow students in the program.

Lastly, I appreciate the love and care of my father and my mother, Prof. S.A Mbogo and Mrs. Zuhura Mbogo, my brothers Adam and Baraka and my beloved friend Florence Bosco for their tireless patience, support and encouragement during the whole period of undertaking the program.

ABSTRACT

The objective of the study was to assess the impact of motivation on the employee's performance in the public service in Tanzania. The qualitative research and quantitative approaches were applied. The data was collected using questionnaire from a sample size of 30 correspondents through questionnaire in Ilala Municipal Council. Questionnaires were distributed to employees and they were able to answer it. Data was analysed by using SPSS. The findings were as follows, good wages chosen by the correspondents as mostly factor that can help for motivation and to be part of a job as the least factor. Mostly correspondents said relationship can help to motivate employees because good relationship help for the productivity to increase in the sector, also the correspondents said motivational incentives encouraging employees to perform efficient and effectively toward achieving goals. Mostly correspondents said lack of incentives contribute to poor performance due to that incentives are important for the employees to see their value in the offices. Mostly correspondents said motivational strategy which is the mostly is promotion and least is bonus. Mostly correspondents said compensation, bonus and reward are the same in motivation types because all employees like to be rewarded. Also correspondents said high salary will make for the employees to perform well in the organization. The recommendations are as follows which the government should do, to increase salary to employees, to provide good relationship between employees and them, to build good environment for working places for employees, to make sure every time they reward employees, and also to training new employees who are coming to work in the organization and for those who are moving from one position to another.

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION	iv
DEDICATION	v
ACKNOWLEDGEMENTS	vi
ABSTRACT	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xiii
CHAPTER ONE	1
1.0 INTRODUCTION	1
1.1 Background of the Problem	1
1.2 Statement of the Problem.....	4
1.3 Research Objective	5
1.3.1 General Objective	5
1.3.2 Specific Objective	5
1.4. Research Questions	6
1.5 Significance of the Study	6
1.6 Scope of the Study	6
1.7 Organization of the Study	6
CHAPTER TWO	7
2.0 LITERATURE REVIEW	7
2.1 Introduction.....	7

2.2	Conceptual Definitions	7
2.2.1	Motivation.....	7
2.2.1.1	Types of Motivation.....	8
2.2.1.1.1	Intrinsic Motivation	8
2.2.1.1.2	Extrinsic Motivation	9
2.2.2	Employee	9
2.2.3	Public Sectors.....	9
2.3	Theoretical Literature Review	10
2.3.1	Herzberg Theory	10
2.3.2	Behavioral Modification Theory.....	11
2.3.3	Mc Clelland Achievement Theory	11
2.3.4	Maslow's Hierarchy of needs Theory	12
2.3.5	Adam's Equity Theory.....	13
2.3.6	Alderfer's ERG Theory.....	14
2.3.7	Self-Determination Theory	15
2.3.8	Mc Gregor Theory X and Y	15
2.4	Empirical Studies	16
2.4.1	Features of Progress Mutuality	16
2.4.1.1	Forming.....	16
2.4.1.2	Storming.....	16
2.4.1.3	Norming	17
2.4.1.4	Performing	17
2.5	Research Gap	24

CHAPTER THREE	25
3.0 RESEARCH METHODOLOGY	25
3.1 Introduction.....	25
3.2 Research Design.....	25
3.3 Area of Study	26
3.4 Sample and Sampling Design	26
3.4.1 Sample.....	26
3.4.2 Sampling	26
3.5 Methods of Data collection.....	27
3.5.1 Primary Data	27
3.5.2 Secondary Data	27
3.6 Data Analysis	28
3.7 Reliability.....	28
3.8 Validity	29
CHAPTER FOUR	30
4.0 DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS	30
4.1 Introduction.....	30
4.2 Describe the Sample	30
4.2.1 Sex of the Correspondents	30
4.2.2 Age of the Correspondents.....	31
4.2.3 Level of Education	31
4.2.4 Experience at work of the Correspondents	32
4.3 Findings of survey (Research Questions)	33

4.3.1	What is the most influential factor in employee motivation?	33
4.3.2	What is the Least Influential Factor in Employee Motivation?	33
4.3.3	Does Good Relationship Between Management and Employees Motivate For Employees?	34
4.3.4	Does Motivational Incentives Encouraging you to Perform Efficient and Effectively?	35
4.3.5	Does Lack of Incentives Contribute to Poor Performance?.....	35
4.3.6	What is the Most Preferred Motivational Strategy?	36
4.3.7	What is the Least Preferred Motivational Strategy?	36
4.3.8	What Type of Motivation do your Prefer?.....	37
4.3.9	Do you Think that High Salary Improve Employee’s Performance?	37
4.4	Discussion with the Correspondents	38
4.4.1	What are the Mostly and Least Factors Can Help Employees to be Motivated?	38
4.4.2	Does Good Relationship Between Management and Employees Motivate Employees?.....	38
4.4.3	Does Lack of Incentives Contribute to Poor Performance?.....	39
4.4.4	What are the Mostly and Least Strategy Employees Prefer?.....	39
4.5.1	Mostly Factors Can Help Employees to be Motivated in their Work.....	39
4.5.2	Least Factors Can Help Employees to be Motivated in Their Work	40
4.5.3	True Relationship Between Management and Employee Can Motivate for Employees.....	41
4.5.4	Motivational Incentives Encouraging Employee to Perform Efficient and Effectively Toward Achieving Organisational Goals.....	41

4.5.5 Lack of Incentives Contribute to Poor Performance.....	42
4.5.6 Mostly Motivational Strategy which Employees Prefer	42
4.5.7 Least Motivational Strategy Which Employees Prefer.....	43
4.5.8 Type of Motivation which Employees Prefer	43
4.5.9 High Salary will make For Employees to Perform Well in Their Work	43
CHAPTER FIVE	45
5.0 SUMMARY AND RECOMMENDATION	45
5.1 Summary	45
5.1.1 Mostly Factors Can Help Employees to Be Motivated In Their Work	45
5.1.2 Least Factors Can Help Employees to be Motivated in their Work	45
5.1.3 True Relationship Between Management and Employee Can Motivate for Employees.....	45
5.1.4 Motivational Incentives Encouraging Employee to Perform Efficient and Effectively Toward Achieving Organizational Goals.....	46
5.1.5 Lack of Incentives Contribute to Poor Performance.....	46
5.1.6 Mostly Motivational Strategy which Employees Prefer	46
5.1.7 Least Motivational Strategy which Employees Prefer.....	47
5.1.8 Type of Motivation which Employees Prefer	47
5.1.9 High Salary will Make for Employees to Perform well in their Work.....	47
5.2 Implication of the Results	47
5.3 Recommendation	48
5.4 Area for further Research.....	48
REFERENCE	49
APPENDICES	51

LIST OF TABLES

Table 1: Sex of the Correspondents	30
Table 2: Age of the Correspondents	31
Table 3: Level of Education of Correspondents	31
Table 4: Experience of the Correspondents	32
Table 5: The Most Influential Factors in Employee Motivation	33
Table 6: The Least Influential Factors in Employee Motivation	34
Table 7: Relationship Between Management and Employees Motivate for Employees	34
Table 8: Motivational incentives Encouraging Employee to Perform Efficient and Effectively	35
Table 9: Lack of Incentives Contribute to Poor Performance	35
Table 10: The Most Preferred Motivational Strategy	36
Table 11: The Least Preferred Motivational Strategy.....	36
Table 12: Type of Motivation Employees Prefer	37
Table 13: High Salary Improve Employees Performance	37

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Employee motivation is an employee inner enthusiasm and aim to attain activities related to operate any work in an organization. The motivation is that interior drive that makes a human to choose to take any toughest challenge and activity and complete it with better performance. A human's motive is shaped by natural, good, social and excited elements. In and of itself, motivation is a difficult not well characterized, inner driving force that can as well be shaped by external elements (Tutor Dynamic, 2010).

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. A motivated employee is responsive of definite goals and objectives he or she must achieve; therefore he or she directs its efforts in that direction. Rutheford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees.

Donghokim (2006) in employee motivation says that, the significance of employee motivation influencing the behaviors of their employees to behave in a certain ways, can ultimately decide the success or failure of an organization. If a company knows why its employees come to work on time, stay with the company for their full working lives and are productive, then the company may be able to ensure that all of

their employees and such understanding is essential to improving productivity. The suggestions imply that organization success depends heavily on employee motivation and managers must understand what motivates their employees in order to motivate their employees.

Employee motivation is the one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinates, or to create the “will of work” among the subordinates. It also should be remembered that a worker may be immensely capable of doing some work. Workers in any organization need something to keep them working. Most of the time, the salary of the employee is enough to keep him or her working for an organization. An employee must be motivated to work for a company or organization. If no motivation is present in an employee, then that employee quality of work or all work in general will be deteriorate.

People differ on a personality dimension called locus of control. This variable refers to individuals beliefs about the location of the factors that control their behavior. At one end of the continuum are high internals who believe that opportunity to control their own behavior rests within themselves. At the other end of the continuum there are high externals who believe that external forces determine their behavior. Employee performance is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees agreed measures, skills, competency requirements, development plans and the delivery of results. The

emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce.

Employee performances fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security and organizational structure. According to an article entitled 'NEED BASED FOR PERPECTIVES ON MOTIVATION' by Moorhead and Griffin(1998) job performance depends on three main factors, motivation ability and environment. in order for an employee to reach a higher level of performance, he or she must want to do the job(motivation)be able to do the job (ability) and must have the materials, resources and equipment to do the job(environment).For this reason, the following relationship can be established; Performance is equal to motivation plus ability plus environment. Deficiency in any one of these factors will result in a lower level of job performance. Managers always need to ensure that these three conditions are met.

Public service is the part of economy concerned with providing basic government Service. The composition of the public services includes such services as the police, military Public voids public transit. The public service might provide services that non-payer cannot be excluded from (such as street lighting) Services which benefit all of society rather than fast the individual who uses Services such as public educations and services that encourage equal opportunity.

Municipality of Ilala is the regional headquarters for Dar es Salaam regional, made up of 3 Divisions, which are subdivided into 26 administrative wards. Ilala

municipal has three constituencies named Ilala, Segerea and Ukonga and chairman of council is major assisted by deputy manager.

In now days employee motivation has always been a central problem for the leaders and managers. Unmotivated employee are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if the given opportunity and produce low. Quality work on the other hand, employee who feel the motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake.

In many years ago, Ilala municipal performance was good but in now days the performance started to be questioned. Employees are not working in a manner into their jobs; employees are not in a right time at their places. Even the schools are not performing well like years ago, employees are shifting from one place to another to search for other jobs and that's why the decline of the performance started to occur.

1.2 Statement of the Problem

Motivation can help to quickly change behavior, requires little effort or preparation, requires little knowledge of the student, focuses on the subject rather than the reward or punishment. Government tried to build a good environment for the workers so that they can be able to perform in a good well, also they tried to make sure any employee who wants to continue with studies to go to school and also to make sure the customers to be able to receive good needs from the employees when they want their problems to be solved.

Also the government tries to make a good relationship with the employees in order to know their problems so that they can be able to solve it but the performance is still questioned. But the people from ilala municipal started to complain about the service from ilala municipal council. They said they don't get good services like before; even the services can take up to six months so that they can be able to get them. The performance of ilala municipal started to decrease in now days; employees are started to moving from one office to another. Due to the performance for the public service in ilala to continue to be low. Statement of the problem was to find out what are the impacts of motivation on the employee's performance in the public service.

1.3 Research Objective

This broad were contained General and Specific Objectives.

1.3.1 General Objective

The general objective was to investigate the impact of motivation on the employees' performance in the public service.

1.3.2 Specific Objective

- i) To identify the factors those contribute towards employee to motivation in Ilala Municipal Council
- ii) To analyze motivation strategies those have an impact on employee's performance in Ilala Municipal Council.
- iii) To determine the role of payment schemes on employee motivation in Ilala District Council.

1.4. Research Questions

- i) What are the factors that contribute towards employees to motivation in Ilala Municipal Council?
- ii) What are the motivation strategies those have an impact on employees' performance in Ilala Municipal Council?
- iii) What are the roles of payment schemes on employees' motivation in Ilala Municipal Council?

1.5 Significance of the Study

This study would help the public sector to identify the things that they need to do in order to successfully motivate their employees to perform their best. This study would help for the improve employee performance at the workplace and help public sectors to establish good image.

1.6 Scope of the Study

The Scope of the study was mostly in the area of ilala district where by the information will be easy to collect from this district.

1.7 Organization of the Study

My research was covering five chapters and the first chapter was introduction and background of the problem, statement of the problem, research questions, objectives and scope of the study. Chapter two was literature review, chapter three was research methodology, chapter four was data analysis and chapter five was solutions and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Literature review is a text written by someone to consider the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic (Douglas, 2001). This chapter will cover the definition of terms, theoretical literature review, empirical study and Research cap.

2.2 Conceptual Definitions

2.2.1 Motivation

Motivation can be defined as the set of factors that cause people to behave in a certain ways (Schwartz, 1994).Motivation is a something inside people that drives them to action (Brown, 2007).

According to Rollinson D et al (1998,p.148)motivation is a state arising in processes that are internal and external to individual, in which the person perceives that it is appropriate to pursue a certain course of action or actions directed at achieving a specified outcomes with a degree of vigour and persistence. There is an old saying “you can take a horse to the water but you cannot force it to drink” it will drink only if its thirsty. So with people they will do what they want to do or otherwise motivated to do. Whether it is to excel on the workshop floor or in the ivory tower, they must be motivated or driven to it, either by themselves or through external stimulus.

Motivation is simply, the reason for an action that which gives a purpose and direction to the behavior. Motivation is what drives you to behave in a certain way or take a particular action (John, 2009). Rue (2003) narrates that motivation comes from the Latin word (movere) meaning to move. From this etymology numerous definitions are given for the term. These include words like aim desire, end, impulse, intention, objectives and purpose. The definitions normally include the three characteristics of motivation. First motivation is concerned with what activates human behavior. Second motivation is concerned with what directs this behavior to particular end. Third; motivation is concerned with how this behavior is sustained.

2.2.1.1 Types of Motivation

2.2.1.1.1 Intrinsic Motivation

Means that individual's motivational stimuli are coming from within. The individual has to desire to perform a specific task, because its results are in accordance with his belief system or fulfills a desire and therefore importance is attached to it. Our deep rooted desires have the highest motivational power. Below are some examples:

Acceptance: we all need to feel that we, as well as our decisions are accepted by our co-workers.

Curiosity: We all have the desire to be in the know.

Honor: we all need to respect the rules and to be ethical.

Independence: we all need to feel we are unique.

Order: we all need to be organized.

Power: we all have the desire to be able to have influence.

Social status: we all have the desire to feel important.

2.2.1.1.2 Extrinsic Motivation

Means that the individuals motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the results of performing task will be rewarding for the individual performing task. Extrinsic motivation is external in nature. The most well know and the most debated motivation is money. Below are some other examples Employee of the month award, Benefit package, Bonuses and organized activities.

2.2.2 Employee

An employee is an individual who has hired by an employee to do a specific job. The employee is hired by the employee after an application and interview process results in his or her selection as an employee (Susan, 1976).

2.2.3 Public Sectors

The part of economy concerned with providing basic government services. The composition of the public sector varies by countries the public sector includes such services as the police military public roads public transit. The public sector might provide services that non-payer cannot be excluded from (such as street lighting) services which benefit all of the society rather than fast the individual who uses the services (such as public education) and services that encourage equal opportunity (Khadim,2002)

2.3 Theoretical Literature Review

2.3.1 Herzberg Theory

This theory states that people's attitude about work are influenced by two dimensional paradigms of factors which are either from outside or from within the individual perspective. He named the external factors as hygiene factors and those from within us intrinsic factors (motivators). Factors such as company policy, supervision are hygiene factors rather than motivators.

According to his theory, the absence of hygiene factors can create job dissatisfaction, but their presences do not motivate or create satisfaction. Satisfiers' describe a person's relationship with what she or he does which may relate to the tasks being performed, while dissatisfies on the other hand have to do with a person relationship to the context or environment in which he or she performs the job.

This means that if the motivators factors are appropriately manipulated in the design of jobs will result in satisfaction for the job does where as the manipulation of hygiene factors will not bring satisfaction but merely bring the employee to a point of zero dissatisfaction.

Like Maslow's model they both tend to suggest that needs have to do be satisfied first for the employers to get motivated. However Herzberg argues that only the higher levels of the Maslow hierarchy of needs that is self –actualization and esteem needs act as a motivators the remaining needs can only cause dissatisfaction if not adequately addressed. Management should focus an systematic planning work so that their ways in which this could be achieved there are through job –enlargement,

which involves increasing the number of tasks a worker performs with all of the tasks at the same level of Responsibility secondly is through job-rotation and third is through job enrichment (Herzberg).

2.3.2 Behavioral Modification Theory

Edward (1911) According to this theory people behavior is the outcome of favorable and unfavorable past circumstances. This theory is based on the learning theory skinner conducted his research among rats and school children. He found that stimulus for desirable behavior could be strengthened by rewarding it at the earliest. In the industrial situation this relevance of this theory may be found in the installation of financial and non-financial incentives. More immediate is the reward and stimulation or it motivates it withdrawal of reward in case of low standard of work may also produce the desired result. However researches show that it is generally more effective to reward desired, Behavior than to punish undesired behavior.

2.3.3 McClelland Achievement Theory

McClelland (1961) theory states that human work behavior is influenced by four major arousal based and socially developed motives the motives are achievement the power the affiliative and the avoidance. The first three motives correspond to Maslow self-actualization esteem and love needs. The relative intensity of these motives varies between achievement needs tend to elicit the following behavior they prefer personal responsibility for performance, they are more innovators, they prefer moderate tasks and goals as an achievement incentive, and they have a need for clear and unambiguous feedback while need for power can take either of the two forms that is personalized power needs which explains people who seek to

dominate others without regards to greater objectives they are reinforced by act of power needs which explains people who use power to work with and through others to accomplish objectives.

To them power is important, but as a means to an end rather than an end in itself. The important contribution of the theory is that it pays attention to the important contribution of job design, job enrichment, and self development and quality of work life.

2.3.4 Maslow's Hierarchy of needs Theory

Maslow (1943) theory states that employer have five levels of needs these are physiological needs safety needs social needs, esteem needs and self –actualization he postulated based on his observations as a humanistic psychologist that there is a general pattern of needs recognition and satisfaction that people follow in the same sequence . He argues that as each succeeding set of needs becomes reasonably satisfaction the next set of needs becomes more important.

He added that a person could not recognize or pursue the next higher needs in the hexarchy until her or his currently recognized needs were substantially or completely satisfied. According to Maslow the needs are arranged in a pyramid. Physiological needs which include the needs for food water, sex, shelter, rest and other bodily needs, which enable a person, behave in a normal way being at a base followed by Serenity needs which includes the needs for safety and security in the physical and physiological sense. Thirdly are the social needs which include the needs for

affection, belongingness acceptability friendship and respect within the social group. The fourth aspect is the esteem needs comprising the needs for status, self-respect, strength, achievement, prestige and esteem from other people in social group. Self actualization needs including the needs for becoming what one is capable of becoming in life at the apex of pyramidal. Maslow hierarchy of needs theory provides a valuable guide to a managerial personnel regarding. Employee's individual needs it confirms that apart from financial needs employees are motivated by their social needs esteem and self- actualization needs which they expect to be duly put into consideration by managers. Also studies have indicated that not all people have a five level classification of needs, needs may not follow any hierarchy. Since people do not necessarily satisfy their needs higher needs in particular fast through the work situation, but through other areas of life as well.

2.3.5 Adam's Equity Theory

Adam (1962) Regarded as one of the justice theories, Equity theory was the first developed in 1962. By John Stacey Adams, it attempts to explain the satisfaction that derives from the fairness and equality that a manager brings to his or her employees. Equity theory places value on fair treatment, which is believed to be the major motivational factor among employees, an individual will consider that he is treated fairly when he feels that the ratio of his inputs to his outcomes is the same to other people around him. In this case, it would be acceptable for an employee has much more work experience and who is a more senior colleague to receive higher compensation/salary for his/her job. On the other hand, if an employee feels that another individual who has the same qualifications and provides the same amount of

efforts is earning more recognition or compensation, he will feel he is treated unfairly and thus perform at a lower level on his tasks. An employee who feels he is over-compensated may increase his effort.

However he may also change the perceptions of his inputs and feel a sense of superiority which may lead to him decreasing his efforts instead. However like other motivation theories, Equity theory has its own criticism, critics argue that a number of demographic and psychological variables affect people's perceptions of equality. In other words, what a manager feel is equal may be considered unfair by his employees. Secondly because much of the research supporting the propositions of this equity theory has been conducted in laboratory settings, some people may believe that it does not apply to practical situations.

2.3.6 Alderfer's ERG Theory

Alderfer(1969) expanding on Maslow's hierarchy of needs created the ERG theory. This theory posits that there are three groups of core need existence relatedness and growth hence the label: ERG theory. The existence group is concerned with providing our basic material existence requirements. They include the items that Maslow considered to be physiological and safety needs. The second groups of needs are those of relatedness-the desire we have for maintaining important personal relationships. These social and status desires require interaction with others if they are to be satisfied and they align with Maslow's social need and the external component of Maslow's esteem classification. Finally, Alderfer isolates growth needs as an intrinsic desire for personal development. These include the intrinsic

component from Maslow's esteem category and the characteristics included under self-actualization.

2.3.7 Self-Determination Theory

SDT developed by Edward Deci and Richard Ryan, focuses on the importance of intrinsic motivation in driving human behavior like Maslow hierarchical theory and others that built on it, SDT posits a natural tendency toward growth and development. Unlike these other theories, however SDT does not include any sort of autopilot for achievement but instead requires active encouragement from the environment. The primary factors that encourage motivation and development are autonomy, competence feedback and relatedness.

2.3.8 Mc Gregor Theory X and Y

Mc Gregor(1960) theory x and y is entirely based on human nature and behavior at work. According to Mc Gregor the action of management to motivate its labour force starts within the organization and it involves specific hypothesis, generalization and assumptions related to human nature and behavior. These assumptions help to predict human behavior. He further classified the assumptions into two points that is theory x and y.Theory X assumes that lower needs dominate individuals. The central principle of theory X is direction and control through a centralized system of organization and the exercise of authority.Mc Gregor went on explaining that theory Y represents the assumptions consistent with current research knowledge. The central principle of theory Y is the integration of individual and organizational goals.

2.4 Empirical Studies

A study conducted in the United States of America in 1976 and involved 500 managers from 25 large corporations found that the managers fall at one of the four stages in the progress of maturity. These stages are

- i) Forming
- ii) Storming
- iii) Norming
- IV) Performing

2.4.1 Features of Progress Mutuality

2.4.1.1 Forming

At this stage employees are highly dependent on leader for guidance and direction. Little agreement on team aims other than received from leader. Individual roles and responsibilities are unclear. Leader must be prepared to answer lots of questions about the team's purpose; objectives and external relationships. Processes are often ignored. Members test tolerance and leaders.

2.4.1.2 Storming

Decisions don't come easily within group. Team members vie for position as they attempt to establish themselves in relation to other team members and the leader, who might receive challenges from team members. Clarity of purpose increases but plenty of uncertainties persist. Cliques and factions form and there may be power struggles. The team needs to be focused on its goals to avoid becoming distracted by relationships and emotional issues. Compromises may be required to enable progress.

2.4.1.3 Norming

Agreement and consensus is largely formed among team members, who respond well to facilitation by leader. Roles and responsibilities are clear and accepted. Big decisions are made by group agreement. Smaller decisions may be delegated to individuals or small teams within group. Commitment and unity is strong. The team may engage in fun and social activities. The team discusses and develops its processes and working style. There is a general respect for the leader and some of leadership is more shared by the team.

2.4.1.4 Performing

The team is more strategically aware, the team knows clearly why it is doing what it is doing. The team has a shared vision and is able to stand on its own feet with no interference or participation from the leader. There is a focus on over-achieving goals and the team makes most of the decisions against criteria agreed with the leader. The team has a high degree of autonomy. Disagreements occur but now they are resolved within the team positively and necessary changes to processes and structure are made by the team.

The team is able to work towards achieving the goal and also to attend the relationship, style and process issues along the way, the team members look after each other. The team requires delegated tasks and projects from the leader. The team does not need to be instructed or assisted. The team members might ask for the assistance from the leader with personal and interpersonal development. Denton (1991) said a motivated workforce will lead to greater understanding, acceptance, commitment to implementation, understanding of objectives and decision making

between management and employees. While exercising different motivational techniques, management get involved with employees and this participation is related with the increase in performance of employees. Therefore, there is a direct result between the levels of motivation and management participation.

Carlsen (2003) said motivation has an influence on productivity. For this reason management need to understand what motivates employees to reach the highest performance. To increase employee motivation is a difficult task because employees respond in a different ways to their jobs. Motivated behaviors are voluntary choices controlled by the individual employee. The supervisor wants to influence the factors that motivate employees to higher levels of productivity.

Darmon (1974) believe motivation is the educating of employees to channel their efforts towards organizational activities and thus increasing the performance of the said boundary spanning roles. If management neglects to educate and motivate their employees, they will become dissatisfied or lose their interest to job. This lack of interest in the workplace leads to absenteeism, turnover, sick leave, strikes and even accidents. But a motivated workforce would alleviate dissatisfaction felt by employees and improve these factors.

Taylor (1911) observed the soldering by employees, which is a situation where by workers work less than full capacity. He argued that soldering occurs due to the fact employee's fear that performing high will lead to increasing productivity, which might cause them to lose their jobs. This slow paces of work where promoted by

faulty systems however this situation is not what prevails with contemporary employees who organizations evaluate them through their performance.

Adams (1965) on his part suggests that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes pay, recognition, promotion, social relationship and intrinsic reward to get these rewards various inputs needs to be employed by the employees to the job as time, experience, efforts, education and loyalty. He suggests that people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high.

Lindner (1998) on understanding employee motivation determined the ranked order of motivating factors. The top answers were interesting work, good wages and full appreciation of work done. These factors are followed by job security, good working conditions, promotions and growth in the organization. Feeling of being in on things, personal loyalty of employees, tactful discipline and sympathetic help with personal problems ranked low on results. Other methods of increasing employee motivation include job enlargement, job enrichment, promotions, internal and external stipends, monetary and non-monetary compensations. Job enlargement can be used to make work more interesting for employees by increasing the number and variety of activities performed. Managers can also use job enrichment to work more interesting and increase pay by adding higher level responsibilities to a job and providing monetary compensation. Raise or stipends to employees for accepting this responsibility.

Denton (1992) said giving employee's diversity of experience is also a form of motivation. When it is considered that it is not uncommon for companies to do nearly half their sales in foreign markets, it is easy to see why companies see Foreign Service as real plus. Working overseas is not the only foreign experience that companies are finding to be both motivational as well as beneficial to the company. Many are sending their most promising managers and employees back to business schools and training programs.

Employees are trained to do several tasks so they can handle more jobs, work faster and make fewer mistakes. They are also trained to increase their knowledge and skills to achieve corporate goals. Other types of training include product, process specific training and specific management training. The employees are motivated to improve their performance at work. The organization on the other hand, will achieve its objectives through its highly skilled personnel. Another motivational tool is using lateral moves while pay, managerial level and in some cases, even little remain the same challenges of each new job keeps employees motivated. Once the organization finds good employees it is essential to find ways to keep them. Career advancement and awards program as incentives increase the odds of being able to retain people. These incentives are designed to reinforce desired behavior. Such as quality work and focus on the customer. They help employees to deliver high quality service and keep them motivated.

Kleinbeck (1990) said of all functions a manager performs, motivating employees is arguably the most complex. This is due, in part to the fact that what motivates

employees changes constantly. A manager should be conscious of what motivate employees, what energizes what makes them feel more optimistic and what type of rewards encourage them. These are important things that make employees reach their full potential. Once high performance has been demonstrated, rewards can become important as inducements to continue. Internal, self-administered rewards that can occur following high performance include a sense of achievement based on attaining a certain level of excellence, pride in accomplishment and feelings of success and efficacy.

Festinger (1964) said despite the copious amount of literature and research into the most effective methods of motivating people, True human motivation will always be a subjective matter. So long as there is free will, it is highly unlikely that any theory of motivation will work for all people. The sheer number of theories, needs and methods of motivation are a testament to this factor. However the vast body of literature only partially touched upon in the preceding text, makes tremendous efforts to define and propose the means by which managers, leaders and authority figures can attempt to shape human behaviour, if organizations and more specifically, managers are seeking to motivate their workers without adhering to the positivist and dehumanizing management theories of old, then it would seem that the best approach is to use all of the theories within the contexts they seem best suited for. There is no grand motivation theory that can be applied to every person or situation and such the only way to truly motivate someone is to simply treat them individuals.

Bymes (2006) said leadership literature states that motivation is influenced by the nature of the relationship between the leader and employees. managers needs to hire

the right person that is most suitable for a certain job, value its employees and support them in making contributions to the organizations and always try to create a good working environment, they also make noteworthy contributions to the organizations. Good managers make their employees feel like business partners and use empowerment in order to make the workplace and the surrounding environment into a place where employees feel good as well as creating a work wherefrom employees feel good inside. Motivation therefore is about cultivating your human capital.

The human challenges lies not in the work itself but in you, the person who creates and manage the work environment. as indicated in today's competitive environment feedback is essential for organizations to give and receive from employees and more knowledge the employee learn the more he or she will be motivated to perform and meet the global challenges of the market place. By involving the employee at work and providing challenging tasks it might increase the intrinsic motivation which transforms potential into creative ideas and this will factor fair and constructive judgment of ideas and sharing information. leaders have an important part in the organization because they act as the force that motivates the performance of the employees. Leaders are there to motivate people to follow the designed work and by doing so enhance performance. Although employees look to different elements of the organization to satisfy different drivers, they accept their managers to do their best to address their needs and concerns.

Brown (2011) said there are some factors should the public sector employers be doing to motivate engage theory employees during similar tough times these factors

were improve reward communications as a many public sector staff have had their pay frozen managers needs to look at ways of increasing the perceived values of employment package. Recent research for example shows that few public sector employees understand the true value of their pension plan. Better communication about the reward package for example with annual total reward statements is one option. Also he looked on the issue of involve plan people and treat them with dignity employee autonomy and involvement in decision making are invariably the most important and powerful drivers of the staff engagement. Yet at times of cost – cutting and redundancies we often see the reserve behavior from management. Decisions taken behind closed doors and communicated in a hurried way.

A study conducted by Makobwe (2006) on motivation to investigate motivational strategies employed by Tanzania breweries limited {TBL} in Dar es Salaam and the impact they efficiency found that employees were not adequately motivated to induce efficiency it deployed close supervision of its employees. She added that the most of TBL employees were not satisfied with the salary packages in relation to increased standards of leaving. Lack of effective motivation strategy had caused some employees to look for greener pasture everywhere.

A study conducted by Rawls (1975) has found that standards about to enter government sector were significantly more dominated and flexible. They had higher capacity for status and economic wealth. A study conducted by Rainey (1979) indicates that public managers experience significantly lower levels of satisfaction and motivation than do their counterpart in their business.

2.5 Research Gap

The research Gap was to see the impacts of motivation on the employee's performance in the public service where by mostly researchers looking for the performance and relationship between leaders and employees

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

According to Kothari (2004) Research methodology refers to a systematic way applied to solve research problems. This section explains the methods approaches and techniques that will be use in the data collection process the various sources of data types of data which will be collect and techniques that will adopt in data analysis. It will also describe how the sampling procedures will and main instruments that will be used for data collection from the study field.

3.2 Research Design

This study was used qualitative and quantitative research approach. Qualitative approach is a method of enquiry employed in many different academic disciplines traditional in the social science and further context though this research one can analyze the various factors which motivate people to behave in a particular manner or which motivate people to behave in a particular subject. Qualitative is used to cover a wide range of approaches and methods, can be described or provide further understanding of a subject and its contextual setting, provide explanations of reasons and associations, evaluate effectiveness and aid the development of theories and strategies(Edwin, 1998)

On the other hand, Quantitative approach enables the researcher to collect large information within relatively short time.Overall, the combined approach helps the researcher to produce a good analysis of data complementarities and assess its

reliability.

3.3 Area of Study

Area of study is an interdisciplinary field of research and scholarship pertaining to particular geographical national I federal or lateral regions. Typical area of the study involves history political science sociology language literature. The area of study was in Ilala municipal council due to that I was able to collect more information which helped to complete my research.

3.4 Sample and Sampling Design

3.4.1 Sample

Sample is a sub collection of members selected from a population. Also is a subset of a population that is used to represent the entire group as well as survey every member of a particular population because the sheer number of people is simply too large to study the characteristics of a population. Also sample is some part of a larger body specially selected to represent the whole. 30 correspondents were sample for my research. Where by employees who were 10 Teachers, 10 administration workers and 10 people from the society were a sample. These teachers and Administrative were coming from Ilala Municipal and society also.

3.4.2 Sampling

Sampling is a concerned with the selection of a subset of individuals from within a statistical population to estimate characteristics of the whole population. Also is the process of electing units(e.g.people,organizations)from a population of interest so that by studying the sample we may fairly generalize our results back to the

population from which they were chosen (William,2006). Random sampling was used for this research due to that it were giving people equal chances of being selected. Also is a method in which all the members of a group (population or universe) have an equal and independent chance of being selected (Gellerman, 1992)

3.5 Methods of Data Collection

3.5.1 Primary Data

Primary Data is a data which is collected direct from the field. Is original research data in its raw form, without any analysis or processing. This data provides a wealth of information for researchers. Depending on the nature of study, the primary data may be provided along with reports and analysis so readers can look at it directly or it may keep confidential (Edwin, 1998).

Mugenda (2004) describe questionnaire as method of data collection which use mail question or printed number of questions that ask for purpose of get data from respondent questionnaire. A series of question each one providing a number of alternative answers from with the respondents can choose. Questionnaire was used to collect data due to that purpose of using questionnaire is to obtain information about the characteristics, attitudes and beliefs of groups of employees and security about motivation Questionnaire were open and closed questionnaires.

3.5.2 Secondary Data

Secondary data have been already collected by and readily available from other sources like Books, Journals, and Encyclopedia. Secondary data is collected by someone other than the user. Common sources of secondary data for social science

include censuses, organizational records and data collected through qualitative methodology or qualitative research.

Different types of books, journals were used in the research to get information.

3.6 Data Analysis

Data analysis is the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. This form of analysis is just one of the many steps that must be completed when conducting a research experiment. Data from various sources is gathered, reviewed and then analyzed to form some sort of finding or conclusion. There are varieties of specific data analysis method, some of which include text analytics and data visualizations (Regina, 1995) SPSS was used to analysis qualitative data through context analysis after being transformed into code.

3.7 Reliability

Reliability is the degree to which an assessment tool produces stable and consistent results. Type of reliability one is test –retest reliability is measures of reliability obtained by administering the same test twice over a period of time to a group of individuals. The scores from time 1 and time 2 can then be correlated in order to evaluate the test for stability overtime. Parralel forms of reliability is a measure of reliability obtained by administering different versions of an assessment tool (both versions must contain items that probe the same construct, skill, knowledge base to the same group of individuals).

From this study all the correspondents from this research were true, coming from ilala municipality and they qualified to participate and answer questions about this topic.

3.8 Validity

Refers to how well a test measures what it is purported to measure. Types of validity, face validity ascertains that the measure appears to be assessing the intended construct under study. Criterion-related validity is used to predict future or current performance. It is correlates test results with another criterion of interest. From this study the questions which settled were related to this topic and were good for the correspondents.

CHAPTER FOUR

4.0 DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the findings of the research. The findings were obtained through data and information collection methods designed and applied by a researcher as provided under the methodology of this study. Focusing on the intended objectives and research questions the findings are presented.

4.2 Describe the Sample

4.2.1 Sex of the Correspondents

The sample was 30 correspondents where by male were seventeen which is 56.7% and female were thirteen which is 43.3%.

Table 1: Sex of the Correspondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	17	56.7	56.7	56.7
	female	13	43.3	43.3	100.0
	Total	30	100.0	100.0	

Source: Field Data, (2013)

This table shows the number of male in the offices are many than the female in the offices.

4.2.2 Age of the Correspondents

The correspondents of age 18-25 were two which is 6.7%, the age 25-40 were eleven which is 36.7%, 40-50 were thirteen which is 43.3%, and 50-60 were four which is 13.3%

Table 2: Age of the Correspondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	2	6.7	6.7	6.7
	25-40	11	36.7	36.7	43.3
	40-50	13	43.3	43.3	86.7
	50-60	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Source: field Data, (2013)

This table shows the age numbers of 40-50 in the public services are many compare to other age correspondents.

4.2.3 Level of Education

Table 3: Level of Education of Correspondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	certificate	3	10.0	10.0	10.0
	diploma	12	40.0	40.0	50.0
	undergraduate	10	33.3	33.3	83.3
	postgraduate	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Source: field Data (2013)

Table 3 shows the numbers of people who have undergraduate level are many compare to other level of education. The correspondents who have certificate level were three which is 10%, diploma levels were twelve 40%, undergraduate level were ten which is 33.3%, and postgraduate were five which is 16.7%

4.2.4 Experience at work of the Correspondents

The correspondents who have the experience of 0-5 years were six which is 20%, experience of 5-10 years were eight which is 26.7%, experience of 10-20 years were fourteen 46.7%, experience of more than 20 years were two which is 6.7%.

Table 4: Experience of the Correspondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	6	20.0	20.0	20.0
	5-10	8	26.7	26.7	46.7
	10-20	14	46.7	46.7	93.3
	over 20	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Source: Field Data (2013)

This table shows the numbers of 10-20 who have an experience in the offices are many compare to other number of experience.

4.3 Findings of survey (Research Questions)

4.3.1 What is the most influential factor in employee motivation?

The correspondents who said the job security is the most influential factor were twelve which are 40%, seventeen correspondents said good wages is the most influential factor which is 56.7%, one correspondent said good working condition is the most influential factor which is 3.3%.

Table 5: The Most Influential Factors in Employee Motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	job security	12	40.0	40.0	40.0
	good wages	17	56.7	56.7	96.7
	good working condition	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Source: Field Data (2013)

The majority said good wages is the most influential factor in employee's motivation.

4.3.2 What is the Least Influential Factor in Employee Motivation?

The correspondents who said interesting work is the least influential factor were thirteen which is 43.3%, correspondent who said good working condition is the least influential factor was one which is 3.3%, and correspondents who said being part of a job is the least influential factor were sixteen which is 53.3%

Table 6: The Least Influential Factors in Employee Motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	interesting work	13	43.3	43.3	43.3
	good working condition	1	3.3	3.3	46.7
	being part of a job	16	53.3	53.3	100.0
	Total	30	100.0	100.0	

Source: Field Data (2013)

The Majority said being part of a job is the least influential factor in employee's motivation.

4.3.3 Does Good Relationship Between Management and Employees Motivate For Employees?

The correspondents who said it is true good relationship motivate employees were twenty seven which is 90% and correspondents who said it is not true were three which is 10%

Table 7: Relationship Between Management and Employees Motivate for Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	27	90.0	90.0	90.0
	no	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Source: Field Data (2013)

The majority said relationship between management and employees motivate for employees.

4.3.4 Does Motivational Incentives Encouraging you to Perform Efficient and Effectively?

The all correspondents which are 100% were agreeing with this question.

Table 8: Motivational incentives Encouraging Employee to Perform Efficient and Effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	30	100.0	100.0	100.0

Source: Field Data (2013)

4.3.5 Does Lack of Incentives Contribute to Poor Performance?

The correspondents who agreed with this question were nineteen which is 63.3% and those who did not agree with this question were eleven which is 36.7%

Table 9: Lack of Incentives Contribute to Poor Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	19	63.3	63.3	63.3
	no	11	36.7	36.7	100.0
	Total	30	100.0	100.0	

Source: Field Data (2013)

The majority said lack of incentives contributes to poor performance.

4.3.6 What is the Most Preferred Motivational Strategy?

The correspondents who said money is the most preferred motivational strategy were thirteen which is 43.3% and those who said promotion factor were seventeen which is 56.7%

Table 10: The Most Preferred Motivational Strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	money	13	43.3	43.3	43.3
	promotion	17	56.7	56.7	100.0
	Total	30	100.0	100.0	

Source: field Data (2013).

The majority said promotion is the most preferred motivational strategy.

4.3.7 What is the Least Preferred Motivational Strategy?

The correspondents who said security is the least preferred motivational strategy were twelve which is 40% and correspondents who said bonus is the least preferred motivational strategy were eighteen which is 60%

Table 11: The Least Preferred Motivational Strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	security	12	40.0	40.0	40.0
	bonus	18	60.0	60.0	100.0
	Total	30	100.0	100.0	

Source: Field Data (2013)

The majority said bonus is the least preferred motivational strategy.

4.3.8 What Type of Motivation do your Prefer?

The correspondents who said they prefer compensation were ten which is 33.3%, the correspondents who said they prefer rewards were ten which is 33.3% and other ten correspondents said they prefer incentives which is 33.3%.

Table 12: Type of Motivation Employees Prefer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	compensation	10	33.3	33.3	33.3
	rewards	10	33.3	33.3	66.7
	incentives	10	33.3	33.3	100.0
	Total	30	100.0	100.0	

Source: field Data (2013)

4.3.9 Do you Think that High Salary Improve Employee's Performance?

The all correspondents which are 100% agreed with this question.

Table 13: High Salary Improve Employees Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	30	100.0	100.0	100.0

Source: Field Data (2013)

4.4 Discussion with the Correspondents

4.4.1 What are the Mostly and Least Factors Can Help Employees to be Motivated?

In the question which said choose or tick two of the factors that are mostly and least that can help the employees to be motivated, mostly correspondents chose job security and good wages but in explanation they differ where by correspondents who chose job security said in different ways whereby they chose it because they can be able to work without any fear of being fired and also the contract can be long so to ensure them not to be fired and others said due to the living in peace and ensure salary is high.

The correspondents who chose good wages said they chose it due to good wages can be able to support the family when problems occur and also the basic need is important for human being so due to good wages they can be able to provide important needs like building houses, buying food and clothes for them and family.

4.4.2 Does Good Relationship Between Management and Employees Motivate Employees?

In the question which said does good relationship between management and employees motivate for employees, mostly correspondents said yes because motivation will be there and they can be able to share ideas between them so it can find the improvement of the sector. Other correspondents said no because good relationship can be there but if motivation is not there it means performance will still be poor.

4.4.3 Does Lack of Incentives Contribute to Poor Performance?

In the question which said does lack of incentives contribute to poor performance mostly correspondents said yes because incentives will show their value at the office or in the sector and others said no because if salary is high the performance will be good in the sector.

4.4.4 What are the Mostly and Least Strategy Employees Prefer?

In the question which said what motivational strategy is the mostly employee prefer mostly said promotion because promotion can increase the performance of employee and others said money because it can pay for the school fees for their children and buy important things and take care for the important issues in our lives. In the question which said what motivational strategy is the least employee prefer, employees said bonus is the least factor due to that before bonus mostly employees looking for the salary and the way of promotion in the office before start working in the office so bonus is following and that's why they said bonus is the least factor from those factors and others said bonus is always there in many offices but the way of promotion and salary in many offices differ.

4.5 The Findings from the Study (Discussions)

4.5.1 Mostly Factors Can Help Employees to be Motivated in their Work

The mostly factor that can help employee's to be motivated which chosen by correspondents were Good wages because wages can help to solve the problems any time, it can be in the society or in the family and also can help to get the basic needs which are very important in our life which are food, clothing and shelter and if the

wages is high motivated can occur in the sector.

This finding is supported by the theory of Maslow hierarchy needs of theory due to that good wages can make employee to buy food, clothes and shelter which are the most needs for employee to survive and help his or her family when problems occur. This study supported by Lindner (1998) because Lindner said understanding employee motivation determined the ranked order of motivating factors. One of the top answers were good wages. Managers can also use job enrichment to work and increase pay by adding higher level responsibilities to a job and providing monetary compensation.

4.5.2 Least Factors Can Help Employees to be Motivated in Their Work

The least factor that can help employees to be motivated which chosen by correspondents were being part of a job because employee can be in a part of a job but it doesn't mean you are sure that you can do that job in a long term because employee can be fired at any time and also in the issue of salary it can be find the salary is low but employee can share ideas with the management so to be in a part of job doesn't mean employee can be motivated.

This study supported by the theory of Herzberg due to that the theory state the absence of hygiene factors can create job dissatisfaction but their presence do not motivate or create satisfaction like to be part of a job, it can be there but if salary is high motivation will continue to be there, as well as to be part of a job can make for motivation or not.

4.5.3 True Relationship Between Management and Employee Can Motivate for Employees

Mostly correspondents said it is true that relationship between management and employee can motivate employees because employee can be able to know what is going on in the office and also can be able to share ideas with the management. This study supported by Bymes (2006) because he said motivation is influenced by the nature of the relationship between leader and employee. Good managers make their employees feel like business partners and use empowerment in order to make the workplace and the surrounding environment into a place where employees feel good as well as creating a work wherefrom employees feel good inside.

By involving the employee at work and providing challenging tasks, it might increase the intrinsic motivation which transforms potential into creative ideas and this will factor fair and constructive judgement of ideas and sharing information. Also this study is supported by Denton (1991) said motivated workforce will lead to a greater understanding acceptance, commitment to implementation understanding of objectives and decision making between management and employee and this participation is related with the increase in performance of employee.

4.5.4 Motivational Incentives Encouraging Employee to Perform Efficient and Effectively Toward Achieving Organisational Goals

All the correspondents said it is true that motivational incentives encouraging employee to perform efficient and effectively toward achieving organisational goals because employee will feel he or she has a value in the office due to know if he

performs well he will get the incentives at the end which help for the productivity to increase.

This study is supported by Makobwe (2006) she said employees were not satisfied or adequately motivated to induce efficiency it deployed close supervision of its employees. Employees were not satisfied with those issues of salary packages and incentives in relation to increase standards of living, that's why employees started to leave the job.

4.5.5 Lack of Incentives Contribute to Poor Performance

Mostly correspondents said it is true lack of incentives contribute to poor performance due to that incentives can make to show their value because employee can be rewarded due to good performance so if employee work hard in order for one day to be rewarded and find nothing he or she will see may be he doesn't have any value in the office and hence productivity can't be growing in the office. This study is supported by the theory of Adam's equity theory due to that he attempts to explain the satisfaction that derives from the fairness and equality that a manager brings to his or her employees. An employee who feels he is over-compensated may increase his effort.

4.5.6 Mostly Motivational Strategy which Employees Prefer

Mostly correspondents said motivational strategy which they prefer is promotion due to that every employee needs to be treated well and the value of him or her to the office will be seen if he will get the promotion of moving from one position to

another and it will help the performance to be good and hence productivity will be increasing in the office. This study is supported by the theory of Adam's equity theory due to that he attempts to explain the satisfaction that derives from the fairness and equality that a manager brings to his or her employees. An employee who feels he is over-compensated may increase his effort.

4.5.7 Least Motivational Strategy Which Employees Prefer

Mostly correspondents said least motivational strategy which they prefer is bonus due to that before bonus mostly employees looking for the salary and the way of promotion in the office before start working in the office so bonus is following and that's why they said bonus is the least factor from those factors.

4.5.8 Type of Motivation which Employees Prefer

The correspondents said compensation, bonus and reward can help for the motivation because in compensation employees can be able to get benefits, in rewards can get awards; promotion and bonus can be able to get money. This study is supported by the theory of Maslow hierarchy of needs due to that compensation; rewards and bonus are very important for human life and can help to make for employees to solve the problems and other issues which are very important in his or her life.

4.5.9 High Salary will make For Employees to Perform Well in Their Work

All the correspondents said high salary will make for the employees to perform well in their work because salary contains everything which can make for employee to

develop in social and economical in his or her life because salary is very important and it can help for the performance to be good in the office because of high salary. This finding is supported by the theory of Maslow hierarchy needs of theory due to that high salary can make employee to buy food, clothes and shelter which are the most needs for employee to survive and help his or her family when problems occur.

CHAPTER FIVE

5.0 SUMMARY AND RECOMMENDATION

5.1 Summary

The Study was about the impact of motivation on employee's performance in the public service in Tanzania. The findings were collected through questionnaire. 30 correspondents from Ilala municipality involved from this research to answer the questions.

5.1.1 Mostly Factors Can Help Employees to Be Motivated In Their Work

The mostly factor that can help employee's to be motivated which chosen by correspondents were Good wages because wages can help to solve the problems any time, it can be in the society or in the family and also can help to get the basic needs which are very important in our life which are food, clothing and shelter and if the wages is high motivated can occur in the sector.

5.1.2 Least Factors Can Help Employees to be Motivated in their Work

The least factor that can help employees to be motivated which chosen by correspondents were being part of a job because employee can be in a part of a job but it doesn't mean you are sure that you can do that job in a long term because employee can be fired at any time and also in the issue of salary it can be find the salary is low but employee can share ideas with the management so to be in a part of job doesn't mean employee can be motivated.

5.1.3 True Relationship Between Management and Employee Can Motivate for Employees

Mostly correspondents said it is true that relationship between management and

employee can motivate employees because employee can be able to know what is going on in the office and also can be able to share ideas with the management.

5.1.4 Motivational Incentives Encouraging Employee to Perform Efficient and Effectively Toward Achieving Organizational Goals

All the correspondents said it is true that motivational incentives encouraging employee to perform efficient and effectively toward achieving organisational goals because employee will feel he or she has a value in the office due to know if he performs well he will get the incentives at the end which help for the productivity to increase.

5.1.5 Lack of Incentives Contribute to Poor Performance

Mostly correspondents said it is true lack of incentives contribute to poor performance due to that incentives can make to show their value because employee can be rewarded due to good performance so if employee work hard in order for one day to be rewarded and find nothing he or she will see may be he doesn't have any value in the office and hence productivity can't be growing in the office.

5.1.6 Mostly Motivational Strategy which Employees Prefer

Mostly correspondents said motivational strategy which they prefer is promotion due to that every employee needs to be treated well and the value of him or her to the office will be seen if he will get the promotion of moving from one position to another and it will help the performance to be good and hence productivity will be increasing in the office.

5.1.7 Least Motivational Strategy which Employees Prefer

Mostly correspondents said least motivational strategy which they prefer is bonus due to that before bonus mostly employees looking for the salary and the way of promotion in the office before start working in the office so bonus is following and that's why they said bonus is the least factor from those factors.

5.1.8 Type of Motivation which Employees Prefer

The correspondents said compensation, bonus and reward can help for the motivation because in compensation employees can be able to get benefits, in rewards can get awards; promotion and bonus can be able to get money.

5.1.9 High Salary will Make for Employees to Perform well in their Work

All the correspondents said high salary will make for the employees to perform well in their work because salary contains everything which can make for employee to develop in social and economical in his or her life because salary is very important and it can help for the performance to be good in the office because of high salary.

5.2 Implication of the Results

The study shows that there is a problem in the area of promotion, where by mostly employees see them shifting from one office to another because they see in ilala municipality the leaders don't care about them and don't give equality to all employees. The study shows that there is a problem in the area of salary, which makes for the performance to go down due to employees are not getting high salary.

5.3 Recommendation

The government should increase the salary to employees so that they can be satisfied and be able to work with their heart and this can making the performance to be increase. The government should build a good environment for employees and means the issue of the security should be good to employees so that they can work without any means of worrying of being fired and the government should provide good instruments of working to simplify the work.

The government should provide the good relationship between employees and them which means the decisions from top to down should be good and also the workers to be able to get a chance to submit and speak about the problems to them. The government should make sure every time they reward good employees when they perform well, this will make for employees to continue to perform in a good way and making for the productivity to increase. The government should make sure they do training in anytime so that the new employees who are coming to start to work to be able to know what they supposed to do and also who are moving from one position to another also they need training.

5.4 Area for Further Research

The study was about the impact of motivation on employee's performance in the public services a case study of Ilala municipality council. The areas which needed to be researched by other researcher for next time in research are in the areas of retention and communication.

REFERENCE

- Amazines, H (2009) *Motivation Theories. The Foundation to employee motivation.*
New York, Mc Graw-Hill Publisher.
- Brown, D (2007) *Psychological of motivation*, New York, Mc Graw-Hill Publisher.
- C.B Gupta (2003) *Management theory and practices*, New delhi, Sultan Chand
&son.
- Douglas, C (2001) *Leadership and Motivation. The Effective application of
expectancy theory: journal of managerial issues*, vol 13, No.2
- Edwin, J (1998) *Study methods &motivation, A practical Guide to effective study*,
Rev Sub.
- Duncan, B (2001) *How to motivate staff in Hard Times*, New York, Mc Graw –Hill
Publisher.
- Festinger I (1964) *The motivating effects of cognitive dissonance.* The cognitive
Processes.
- Gellerman, S (1992) *Motivation in the real world: The art of getting extra effort
from everyone including yourself*, Dutton Publisher.
- Hacker, I (1990) *Work motivation*, Lawrence erbiun Associates 1990.
- Khadim, S (2002) *Impact of employees' motivation on organizational effectiveness*,
Vol 2.
- Kothari, C.R (2004) *Research Methodology, Methods and Technique*, Second
Edition.
- Kreitner,R(1986) *Motivation job performance.* In Kreitner R 'Management 3rd
Edition. Houghton Mifflin Company USA.
- Mainhem L.H (1977) *Sociological Research: Philosophy and Methods*, California,

Dorsey press.

Moorhead G & Griffin R (1998) *Need-Based perspectives on motivation*. Houghton Mifflin Company USA.

Regina, S (1995) *Employee Motivation, Management Quarterly*, Vol.36, No.2

Richard, M (1998) *Motivation, Emotions and Leadership: the silent side of management*, Quorum Books.

Rollinson, D (1998) *Organizational Behaviour and Analysis*, Addison Wesley Longman, Essex

Roger, H (1999) *Keeping Good People*, Winchester, VA, Oakhill press

Rue, L. M (2003) *Management Skills and Application*, Mc Graw Hill Irwin, Boston

Stephen, F (1992) *High Commitment Workplaces*, Quorum Books.

Thad, G (1999) *Motivation, Beliefs and Organizational Transformation*, Quorum Books.

The Columbia Encyclopaedia, 6TH Ed Copyright 2012, the Columbia University Press.

APPENDICES**Appendix i: Questionnaire Section A**

Tick appropriate answer.

1) What is your sex?

A) Male

B) Female

2) What is your age group?

A) 18-25

b) 25-40

C) 40-50

D) 50-60

e) Over 60.

3) What is your level of Education?

A) Certificate

B) Diploma

C) Undergraduate

D) Postgraduate.

4) Experience at work.

A) 0-5

B) 5-10

C) 10-20

D) Over 20

Appendix ii: Questionnaire Section A B

Q1)-Choose or tick two of the factors that are mostly and least can help the employees to be motivated in their work.

Ranking (Value)

Factors to be Motivated.	1	2	3	4	5
Job security					
Good wages					
Interesting work					
Good working condition					
To be part of the job					

Explain.....

Q2) Does good relationship between Management and Employees motivate for employees?

Yes() No().

Explain.....

Q3) Does motivational incentives encouraging you to perform efficient and effectively toward achieving organisational goals?

Yes () No ()

Explain.....

Q4) Does lack of incentives contribute to poor performance?

Yes () No ()

Explain.....

Q5) What Motivational strategy would you prefer? Choose mostly and least factors.

Ranking (value)

Motivational strategy	1	2	3	4	5
Money.					
Promotion					
Security					
Bonus					

Q6) Choose one among these which employees prefer?

- A) Compensation (which has benefits, variable pay and guaranteed pay).
- B) Rewards(which has Extrinsic and Intrinsic Rewards)

C) Incentives (which has monetary and Non-monetary incentives).

Explain.....
.....
.....
.....

Q7) Do you think that high salary will make for employees to perform well in their work?

Yes () No ()

Explain.....
.....
.....

Q8)What are the solutions which government should make so that employees can be motivated?.....

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