

**THE ROLE OF MOTIVATION ON EMPLOYEE PERFORMANCE  
IN THE PUBLIC SECTOR: A CASE STUDY OF BARIADI  
DISTRICT COUNCIL**

**THE ROLE OF MOTIVATION ON EMPLOYEE PERFORMANCE  
IN THE PUBLIC SECTOR: A CASE STUDY OF BARIADI  
DISTRICT COUNCIL**

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**A Dissertation Submitted in the school of public administration and management  
in Partial Fulfilment of the Requirements for Award of the Degree of Master of  
Public Administration (MPA) of Mzumbe University**

**2014**

**CERTIFICATION**

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation/thesis entitled **the role of motivation on employee performance in the public sector: A case study of Bariadi district council**, in Partial Fulfilment of the Requirements for Award of the Degree of Master of Public Administration (MPA) of Mzumbe University.

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## **LIST OF ABBREVIATION**

BDC	-	Bariadi District Council
CIPD	-	Chartered Institute of Personnel and Development
DC	-	District Commissioner
HR	-	Human Resource
NGO <sub>s</sub>	-	Non Governmental Organizations
SPSS	-	Statistical Package for Social Science

## **ABSTRACT**

This report is based on the study about the role of motivation on employee performance in the public sector a case study of Bariadi District Council

The major purpose of the study was to to examine the role of motivation on employee performance in the public sector in. A case study was carried out on respondents with the aim of examining the availability of motivational packages, facilities among employees in Bariadi District Council, assessing the correlation motivation and employee performance in the public sector, and examining the factors which motivate workers the most towards performance in the public sector.

The study employed case study design in which Bariadi District Council was purposively selected for the in depth and comprehensive study in the subject matter. The sample of 150 respondents was selected using stratified sampling and purposive sampling which was used to select departments. Semi-structured interviews, focus group discussion, observations, and documentary review methods of data collection were used to gather information, and data were analysed using descriptive statistics for data related to quantitative and used thematic technique of analysing the qualitative data (related to semi structured interview and focus group discussion).

The study findings showed that shortage of motivational packages, and facilities, human resource development, poor accommodation to employees, poor working conditions for employees, are some of the causes that hinder employee performance.

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## **CHAPTER ONE**

### **INTRODUCTION AND PROBLEM SETTING**

#### **1.0 Introduction**

This chapter provides the blue print to the assessment of the role of motivation in the public sector. It describes the background of the study; states the problem; research objectives and questions; the significance; scope, limitations of the study, organisation of the study and conceptual framework.

#### **1.2 Background of the study**

The role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a strategic role in the success of an organization. Organizations that do not place emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources.

With the increase in competition, locally and globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. In addition, within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In order to succeed, HR must be a business driven function with a thorough understanding of the organization's big picture and be able to influence key decisions and policies. In general, the focus of today's HR Manager is on strategic personnel retention and talents development. Motivation is an effective instrument in the hands of managers for inspiring the work force and creating confidence in it. By motivating the work force, management creates „will to work“ which is necessary for the achievement of organizational goals (Chhabra, 2010; Cole, 2004). The issue of employee dissatisfaction

and related attitude towards work is assuming alarming rate worldwide. The situation is even more serious in developing countries where working conditions are unattractive.

This research will highlight on how motivation can meet the challenges of workplace diversity, how to motivate employees through gain sharing and executive information system through proper planning, organizing, leading and controlling their human resources.

Guest and Conway, (2005) established their suggestions on the basis of a CIPD survey on employee welfare and emotional convention that managers who fail to motivate and improve the performance of people whom they manage are the root causes of motivational problems in public organizations . The familiar notion that people leave managers, not organizations, suggests that the organizations concerned, failed in holding managers responsible to understand their role in motivating people and to manage performance effectively. The biggest challenge for HR is to push line managers to manage and develop people.

Existing studies in Nigeria aimed at the effect of motivators and hygiene on job performance by Jibowo (2007). This study investigated the impact of Employees motivation on organizational effectiveness on manufacturing subsector of the economy.

However, in Tanzania, studies have been held to address the issue of motivation in public sector. The study by Leshabari, *et al*, (2008) investigated motivation of the workers in health sector at Muhimbili hospital and found that most of the workers in health sector are not motivated due to lack of necessary incentives, and high work load with no or little allowance which leads to most of the workers to work with no high morale at work. This suggests that there is lack of motivation in most of the public sectors which leads to low performance.

In order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job, and increasing their job-related well-being in general.

### **1.3. Problem statement**

In the view of Halepota (2005), motivation is crucial for organizations to function; without motivation employees will not put up their best and the company's performance would be less efficient. This is evident where in recent times the labour front has been plagued with a plethora of industrial unrests. The public sector has a challenge of getting substantive officers for some of the principal positions. The main question that this research seeks to address is how employee performance can be enhanced against the backdrop of motivational challenges in the public sector. Bariadi district council as one of the public institutions is not isolated from this phenomenon of motivation challenges since it has employees who run day- to -day activities of the district council to execute the plans and strategies for the development of the district. This study therefore, was set out to investigate the role of motivation towards employee performance using Bariadi district council as a case study.

### **1.4 Research Questions**

The study was set out to answer the following research questions in relation to the roles of motivation towards employee's job performance at Bariadi District Council.

- i. What factors motivate workers most in the public sector?
- ii. What strategies are being used to motivate employees in the public sector?
- iii. What role(s) does motivation play on workers performance on the job in the public sector?

### **1.5 Objectives of the Study**

The objectives of this study are divided into two main categories, that is; general objective and specific objectives as itemized hereunder.

## **1.6 General objective**

The general objective of the study is to assess the role of motivation in the performance of staffs in Bariadi District Council.

## **1.7 Specific objectives**

- i. To assess the factors that motivates workers mostly in Bariadi District Council.
- ii. To examine the strategies that motivates the employees in Bariadi District Council.
- iii. To examine the relationship between motivation and employees performance in Bariadi District Council.

## **1.8 Justification the of the study**

Firstly, the research work served as a policy shaping document for the institution and other public sectors set up to improve its human resource related problems, since organizations are battling over appropriate ways of encouraging workers to improve work output.

Secondly, this research also brings to light factors that demotivate workers from putting up their best in the fulfillment of the institution's objectives.

Thirdly, the study also extended the literature on human resource management and thus, contributes to the growth of management as a discipline.

## **1.9 Scope of the study**

The study focused on assessing the role of motivation on employee's performance in the public sector/organization. The study concentrated at Bariadi district Council as one of local government authorities in Tanzania. All employees of this institution were involved in this study.

### **1.10 Limitation of the Study**

The limitations of the study were as follows;

Firstly, financial Constraints, the financial support expected from researcher's pocket money was limited. For that case, the researcher was unable to gather or collect the whole data from all respondents of the respective area and offices; hence taking a sample.

Secondly, time factors, the time allocated for data collection was very short compared to the importance and tedious work of collecting data.

Thirdly, response rate, it was expected that the response rate would be low due to respondents being in a hurry, very busy with their daily activities and others were not at their working place sometimes.

Fourthly, lack of co-operation and confidentiality of information, some respondents showed minimal co-operation as long as the information required from them needed confidentiality which to some circumstances was not revealed.

### **1.11 Delimitation of the Study**

First, to overcome financial and time constraints, the researcher had to take a representative sample of the study which could give valuable and intended information to save time and money.

Second, to overcome the problem of low response rate, the researcher had to give the questionnaires to the respondents and make frequent follow up with patience to give ample time for each respondent to fill the questionnaire at his her own time.

Third, to overcome the problem of lack of cooperation and confidentiality of information, the researcher had to explain the purpose of the study that it was for academic reasons and not for other issues to make the respondents be at easy. Also some of the information which was not easily obtained from the respondents the researcher had to look from others sources like internet and other public institutions websites.

### **1.12 Organisation of the study**

The research has five chapters. Chapter I presents the background information regarding motivation initiatives in public sector, chapter II presents the literature review regarding various studies on motivation in public organizations, chapter III focuses on the methodologies which were adapted when carrying out the research, chapter IV focuses on analysis and presentation of data and lastly chapter five which focus on summary, conclusion and policy implications.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides the literatures review from different studies in order to capture ideas which guided the development of this study. It is based on theoretical literatures and scope of motivation, literatures from earlier studies and the synthesis of the study.

Most institutions and organizations strive to improve quality service and performance of their products, service, internal or external operations. The reason for this can vary depending on the goals of the business or the organizational. Important goals could be to ensure a firm and stable work environment to promote good work performance. The competition between institutions and organizations can be a difficult task, making it difficult to reach higher goals and development (Bolman, 1997).

One strategy for reaching higher goals and development is motivation. Employees are motivated to render quality service and effectiveness which means that motivation is a key factor for progress within an institution or organization. A profound knowledge of motivation and its meaning is therefore essential for success of the institution (Paré 2001). Motivating employees is essential for the achievement of organizational goals.

It has been commonly assumed that public sector organizations are more likely to employ individuals whose values and needs are consistent with the public mission of the organization (Baldwin, 1984, Crewson, 1997). Charged with promoting general social welfare, as well as the protection of the society and every individual in it, public organizations often have mission with broader scope and more profound impact than organizations in the private sector (Baldwin 1984).

## **2.2 Definition of key terms**

### **2.2.1 Motivation**

According to Okumbe (1998) motivation is defined as a physiological or psychological deficiency or need that activates behavior or a drive that is arrived at a goal or incentive. According to Balunywa (2003), motivation is the inducement of a desired behaviour within subordinates. Hornby (2000) on the other hand defines motivation as an incentive to act or move. Webster's dictionary (2002) defines the concept motivation as the act or process of moving or drive, or an incentive. In this study, the variable motivation involved both intrinsic and extrinsic motivators.

### **2.2.2 Extrinsic Motivation**

According to Sansone & Harackiewicz (2000), extrinsic motivation results from the attainment of externally administered rewards, including pay, material possessions, prestige, and positive evaluations from others.

### **2.2.3 Intrinsic motivation**

Intrinsic motivation is an inducement derived from within the person or from the activity itself and, positively affects behavior, performance, and well being (Ryan & Deci, 2000). In contrast to extrinsic motivation, intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social reinforces.

### **2.2.4 Performance**

The act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it; A performance comprises an event in which generally one group of people (the performer or performers) behave in a particular way for another group of people.

### **2.3 The Concept of Public Employee**

The composition of the public workforce has to reflect the nature of the work in the public sector by attracting employees who desire greater opportunities to fulfill higher-order needs and altruistic motives by performing public service. It is these individual characteristics that are often touted as the key to motivating behavior because “understanding the values and reward preferences of public managers is essential in structuring organizational environments and incentive systems to satisfy those preferences” (Wittmer, 1991,). In fact, it is believed that the importance public employees place on the opportunities thought to be more readily available in the public sector, such as performing altruistic acts or receiving intrinsic rewards, compensates for the low levels of extrinsic rewards associated with the public sector and explains why no differences have been found between public and private employee work motivation (Baldwin, 1984, 1987; Emmert & Taher, 1992; Posner & Schmidt, 1982; Rainey, 1979, 1983).

### **2.4 The Concept of Motivation**

According to Dubin (2002 “Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues him in the course of action already initiated”. Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organization’s objectives. It is something that moves a person into action and continues him in the course of action enthusiastically.

Motivation is a complex phenomenon, which is influenced by individual, cultural, ethnic and historical factors. Motivation can be defined as “a series of energizing forces that originate both within and beyond an individual’s self”. These forces determine the person’s behavior and therefore, influence his/her productivity (Jackson, 1995). According to De Cenzo *et al.*, (1996) people who are motivated use a greater effort to perform a job than those who are not motivated. In other words this means that all

thinkable factors of physical or psychological aspects that we interact with, leads to a reaction within our self or of the entire organization.

According to Latham and Ernest (2006) motivation was in the beginning of the 1900s thought only to be monetary. However, it was discovered during the 20th century that to motivate employees, there are more factors than just money. In their view, employees' satisfaction with their job is an important indicator for a good job performance and happy employees are productive. To them, motivation is a psychological factor and is affected by the workers' mental attitude and health. Therefore, in order to be motivated, a person needs to have certain basic needs fulfilled. If these needs are lacking, a person's self-esteem and self-actualization cannot develop. This could result in lack of interest to progress and develop, both professionally and personally. There are several theories of human needs, which are the foundation of motivation.

CIPD's Reward Survey (2005) reveals that human resource (HR) and line managers fail to develop reward strategies for their employees. Guest and Conway, (2005) established their suggestions on the basis of CIPD's survey on employee welfare and emotional convention that managers fail to motivate and improve the performance of people whom they manage.

The familiar notion that people leave managers, not organizations, suggests that the organizations concerned, were subjected to failure for holding managers responsible to understand their role in motivating people and to manage performance as effectively as they can. The biggest challenge for HR managers is to push line managers to manage and develop people.

## **2.5 The Nature of Motivation in the Public Service**

Public service motivation is popular among public management and public sector literature is increasing significantly (Perry and Hondelghem, 2008:22). Public sector management was defined in the early 1990s on the background of a strong research stream showing in particular that public employees behave differently from private ones (Massey, *et al.* 1998; Lyons, Duxbury, *et al.* 2006; Buelens and Van den Broeck 2007).

These were founded in the desire to promote public values in a disinterested way (Perry and Porter 1982; Perry and Wise 1990).

Public service management motives guided by an intention “to do good for others and shape the well-being of society” (Perry and Hondeghem 2008:3). As noted by Piliavin and Grube, these motives take root in diverse components that serve as guidelines for actions. In the eyes of sociologists, “altruism” is defined as the will to enact the fulfilment of the needs of others, or of a community instead of our own needs. For organizational behaviour scholars, the concept of “pro-social behaviour” explains voluntary actions performed by an employee toward the welfare of individuals or groups without expecting a reward. It is important to mention that this kind of disinterested motivation is also found in economic analysis (Fehr and Fischbacher 2003; Meier 2006; Fehr and Gintis 2007; Francois and Vlassopoulos 2008).

The will to endorse public motives has been defined from several perspectives according to its historical development and purposes. Perry’s definition of public service as “an individual’s predisposition to respond to motives grounded basically or uniquely in public institutions and organisations (Perry and Wise 1990: 368) responds to the authors will to facilitate the identification and recruitment of people expected to perform in the American public service. On the contrary, this individualistic, focused definition is now challenged by a more institutional one. In an attempt to enlarge the scope of the definition and to bridge disciplinary gaps, Vandenabeele defined public service as “the belief, values and attitudes that go beyond self-interest and organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate” (Vandenabeele 2007: 547). This definition of public service encompass other definitions of pro-social behaviour held in the public sphere (Brewer and Selden; Rainey 1999) and, hence to deepen its links with the theory of motivation in terms of internal and/or external forces producing induction, the direction, the intensity and the persistence of behaviour (Vallerand and Thill 1993).

This view overlooks the individual and focuses on the values framed by institutions. In the institutional theory (March and Olsen 1989), the behaviour of an individual is shaped

either by a logic of appropriateness that refers to “beliefs, paradigms, codes culture and knowledge” (March and Olsen 1989: 22; cited by Vandenberghe 2007) or by a logic of consequence corresponding to the more rational anticipation of the results of an action. For the public service management theory, “one can consider public service motivated behavior to conform to a logic of appropriateness as it refers to the realization of certain institutional values rather than self-interest” (Vandenberghe 2007:548).

Having identified several motivational factors occurring particularly in the public sector (Perry and Porter 1982), Perry and Wise first labelled the public service management concept and brought it to the academic community in their article “The Motivational Bases of Public Service” (Perry and Wise 1990). In this article, three universal and analytical categories of motives – rational, normative, and affective apply to the public service. Consequently, the author suggested that six dimensions (attraction to policy making, commitment to the public interest, civic duty, social justice, compassion, self-sacrifice) of the public service management system.

Despite growth of research in recent years, many ambiguities, gaps and uncertainties remain in our understanding of public Service Motivation (PSM). The two tracks of a research agenda on PSM can be identified (Perry and Hondeghem 2008). The first track involves how the studies of other-regarding orientations in discipline outside public management and administration to close gaps in our knowledge about PSM and vice versa. Research on PSM raises general issues that are relevant for all disciplines dealing with motivation of employees in organizations. The important questions associated with this research track are: how do public motives interact with other motives, how can we account for individual differences, how stable or changeable are PSM and how is public motivation linked to related constructs?

## **2.6 Review of supporting theories**

### **2.6.1 Abraham Maslow: Hierarchy of Needs**

Maslow (1943) was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1943. Maslow's theory on motivation has attracted management theorists. The hierarchies of needs according to Maslow are the following: Physiological needs, Safety needs, Love needs, Esteem needs and Self-Actualization Needs. These needs are arranged from the lower needs to the higher needs.

Five needs rank in a hierarchical order from lowest to highest: physiological, safety, belonging, esteem, and self-actualization. An individual moves up the hierarchy, when a need is substantially realized (Shah and Shah, 2007).

- 1. Physiological Needs:** The basic physical needs for sustaining the human life. For example food, water, sleep, medicine, education etc.
- 2. Safety Needs:** To be free of physical danger and of the fear of losing a job, property, food or shelter and to protect against any emotional harm. To have a safe home, secure income, sufficient salary, benefits and medical insurance.
- 3. Social Needs:** Because people are social beings, they need to belong and be accepted by others. They like to have family and friends. People try to satisfy their need for affection, acceptance and friendship. Interaction and cooperation with co-workers and leaders
- 4. Esteem Needs:** To be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes both internal esteem factors like self-respect, autonomy, achievements and external esteem factors such as status, recognition and attention.
- 5. Self-actualization:** This is the highest need in Maslow's hierarchy. This need is to fulfil one's potential and self-fulfilment and maximize one's potential and to accomplish something. Employees in this rank try to maximize their knowledge, skills and performance to do a good job

In principle the human being's desire is to satisfy his basic needs first and as he or she is always encouraged, seeking for higher needs. Mallow's message is simply this; people always have needs, and when one need is relatively fulfilled, others emerge in the predictable sequence to take its place. According to Mallow's theory, most individuals are not consciously aware of these needs yet we all supposedly proceed up the hierarchy of needs, one level at a time (Kreitner, 1995).

The relevance of Maslow's Theory for Manager's; behavioral Scientists who have attempted to test Maslow's Theory in real life claim it has some deficiencies. Even Maslow's hierarchical arrangement has been questioned. Practical evidence points toward a two level rather than a five-level hierarchy (Kreitner, 1995).

Although, Maslow's theory is still useful in certain areas, the main strength of this theory is the recognition and identification of individual needs for the purpose of motivating behavior (Bowditch *et al.*, 1997). Although Maslow's theory has not stood up well under actual testing, it teaches managers one important lesson: a fulfilled need does not motivate an individual. For example, the promise of unemployment benefits may partially fulfill an employee's need for economic security (the safety need).

In competing view, physiological and safety needs are arranged in hierarchical fashion, as Maslow contends. The contrary view is that, any one of the needs may emerge as the single most important need, depending on an individual. Edward Lawler, a leading motivation researcher, observed, "Which higher-order needs come into play after the lower ones are satisfied and in which order they come into play cannot be predicted. If anything, it seems that most people are simultaneously motivated by several of the same-level need".

The "motivation to work" published by Maslow (Maslow 1943: 370) probably provided the field of organizational behaviour and management with a new way of looking at employees job attitudes or behaviours in understanding how humans are motivated. Probably the best-known conceptualisation of human needs in organisations has been proposed by this theory. Abraham Maslow was a clinical psychologist who introduced

his theory based on personal judgment, which was generally known as the need hierarchy theory. According to him if people grew in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. This idea was later applied to organizations to emphasize the idea that unless employees get their needs met on the job, they will not function as effectively as possible.

Specifically Maslow theorized that people have five types of needs and that these are activated in a hierarchical manner. This means that these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues

If you look at this from a motivational point of view, Mallow's theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow, you need to know where a person is on the hierarchical pyramid in order to motivate him/her. Then you need to focus on meeting that person's needs at that level (Robbins 2001). The fundamental flaws of Mallow's Needs Theory, stems from his claim that, human needs patterned systematically from one stage to another. In reality, human needs, though revolve around the stages identified by him, but in some situations do not necessarily move progressively from one stage to another as he would have us believe. For instance, a person in some circumstances might compromise his physiological or safety needs in order to achieve some social goals. This research will examine relevance of the needs theory as a strategy for motivation by managers.

Bassett-Jones and Lloyd (2005) suggests that the content theorists led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where victor Vroom was the first exponent considers how factors internal to the person result in different behaviours. From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace. The primary focus was on how and why

questions of motivation, how certain behaviour starts, developed and sustained over time. It is true that human behaviour in general is dynamic and could affect the individual's personal attitude as well as factors surrounding that individual. These exogenous factors emanate from the environment in which the individual operates generate stimuli to employees.

It is my belief that employees in general are goal seeking and look for challenges and expect positive re-enforcement at all times. Hence, it could only be of benefit if organisations could provide these rewards and factors. As noted earlier, albeit employees are financially motivated, motivation could be seen as a moving target. What motivates differs among different people and may even change for the same person over a given period of time, developments within the modern organisation has probably made motivating employees even more difficult due to the nature of every individual, behaviour increasing the complexity of what can really motivate employees.

According to Bassette-Jones and Lloyd (2005) expectancy, equity, goal setting and reinforcement theories have resulted in the development of a simple model of motivational alignment. The models suggest that once needs of employees are identified and organizational objectives and also satisfy employee needs. If poorly aligned, then low motivation will be the outcome.

### **2.6.2 Douglas McGregor: Theory X/Theory Y**

McGregor's theory, which is built on Maslow's theory, adds a central idea: those managers' assumptions about their employees can affect their motivation. This theory proposes two alternative and extreme views to see the human being: Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and unable to motivate. This produces a controlled environment with strict rules, threats and punishments. Employees in an organization like this tends to perform less effectively, give low productivity, produces aggressions and conflicts (Bolman *et al.*, 1997). Theory Y on the other hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy

This means that employees are given the possibility to grow and achieve their own goals within the organization. Employees are viewed as positive and open to development.

Management's goal is to make the employee happy and satisfied with their work and performance (Bolman *et al.*, 1997; Matteson 1999).

Taken not too literally the theory can provide a useful tool for motivation and management research (Shah and Shah, 2007). In addition, these theories remain as a guiding principle of positive approaches for management, to organizational development and to improve organizational culture.

MacGregor suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him, the lazy employee should be motivated to increase performance in an organization Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated.

This discussion on the above motivational theories explains the fact that the concept of Employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organization in achieving a competitive position.

Skinner who propounded that any behavior that is rewarded tends to be repeated supported this view. The term motivation has been used in numerous and often contradictory ways. Presently there appears to be some agreements that the crucial thread that distinguishes employee's motivated behaviors from other behavior is that it is goal directed behavior (Bindra; 2000).

### **2.6.3 Frederick Herzberg: Motivation-Hygiene**

In 1959 Herzberg, Mausner and Snyderman processed a research concerning motivation to work. They chose similar companies situated in Pittsburgh Industry area. They interviewed approximately 200 engineers and accountants working for those companies. The theory developed from this research concerns hygiene factors, which are necessary for the employee to experience but do not motivate them to work. The explanation for hygiene factors could be a person's relationship with the environment in which one operates.

Herzberg argues that intrinsic job factors are motivating, whereas extrinsic factors only placate employees. In this theory, there are two group factors. The first one is motivating factors or satisfaction and the second one is hygiene factors or dissatisfaction. According to Herzberg, the workers get motivated when they are responsible for their work. He also proposed that managers can give their employees more authority to their job and offer them direct and individual feedback in order to motivate and help employees to connect to their work (Wirralmet, 2007). Furthermore, Herzberg also recommended that the job should have sufficient challenges to utilize the full ability of the employee. If the job is not sufficiently challenging enough and not used for an employee's full abilities, the company should replace the employee with the one who has a lower level of skill to do the job (Shah and Shah, 2007).

Most empirical studies have refuted predictions based on Herzberg's theory. According to Herzberg's theory, he concluded that hygiene factors are related to dissatisfaction rather than satisfaction. However, recent researchers have found contradictions and opposite to his theory (Examstutor, 2007). Another problem with Herzberg's theory is that some employees show no particular interest in such motivators as opportunity for growth and advancement (Dubrin, 2002).

In spite of criticisms, Herzberg's theory provided a new way of thinking about worker motivation and his theory remains as an influential factor in an attempt to make the motivation theory in an organizational way (Dubrin, 2002).

Herzberg's theory implication in real work life for a manager and management in the company who want to motivate their employees would include these activities: provide the employees with good compensation, flexible company policies and being connected to their own employees. In addition, the manager also recognizes the good work from their employees and gives their employees the opportunities to grow and develop their skills, knowledge and experience.

A significant development in motivation was distinction between motivational and maintenance factors in job situation. This led to draw a distinction between what are called as „motivators“ and „hygiene factors“. Thus, hygiene factors provide no motivation to the employees, but the absence of these factors serves as dissatisfied. Some job conditions operate primarily to dissatisfy employees when they are absent, but their presence does not motivate employees in a strong way. Many of these factors are traditionally perceived by management as motivators, but the factors are really potent as dissatisfies. They are termed as maintenance factors in job because they are necessary to maintain a reasonable level of satisfaction among the employees. The maintenance factors include, Company policy and Administration, Technical supervision, interpersonal relations with supervision, interpersonal relations with peers, salary, job security working conditions and among others. Herzberg also identifies the motivational factors to include achievement, recognition, advancement, work itself and possibility of growth.

There appears to be a great similarity between Herzberg's and Maslow's models. A careful examination of Herzberg's model indicates that what he actually says is that some employees may have achieved a level of social and economic progress in the society and for them higher level needs of Maslow (esteem and self-actualization) are the primary motivators. However, they still must satisfy the lower level needs for maintenance of their current state. Thus, we can say that money might still be a motivator for operative employees and for some managerial employees (Chhabra 2010: p11.7-11.8).

In this vein, hygiene factors are not sufficient condition in motivating employees but rather a precondition in enticing employees in promoting the organizational mission and objectives.

This further suggests that, the issue of motivation is still a challenge in modern context despite the efforts of government policy of promoting workers well-being.

#### **2.6.4 Rensis Likert theory**

The contribution of Rensis Likert Theory on motivation cannot be undermined in literature review and therefore seeks to address some of the issues of work place diversity especially motivation which is a serious challenge in the 21st century. Theory was developed by Likert in 1961, as a Director of the Institute of Social Research at the University of Michigan, USA. The theory was mainly about high producing and low-producing managers. The former, according to his research, were those who achieved not only the highest productivity, but also the lowest costs and the highest levels of employee motivation. The latter, by comparison, produced higher costs and lower employee motivation. His work indicated that the high- producing managers tended to build their success on interlocking and tightly knit, groups of employees, whose cooperation had been obtained by thorough attention to a range of motivational forces. These included not only economic and security motives, but also ego and creativity motives (self-actualization, in Maslow's terminology). Management can achieve high performance when employees see their membership of a work group to be „supportive“ that is to say when they experience a sense of personal worth and important from belonging to it.

Even though Rensis Likert insists on effective work group will promote high production and efficient tools will serve as motivation to employees. There must be good working relationships between manager and workers and by that managers can be in better position to motivate their workers to do more. Most barriers of motivation may include unaware or absent managers, inadequate buildings, out-dated equipment and entrenched

attitudes. When these issues are tackled by management it will aid high employee performance of any job given to a particular worker.

### **2.6.5 Equity Theory**

The basis of Equity Theory, in a work context, is that people make comparisons between themselves and others in terms of what they invest in their work (inputs) and what outcomes they receive from it. As in the case of Expectancy Theory, this theory is also founded on people's perceptions, in this case of the inputs and outcomes involved. Thus, their sense of equity (i.e. fairness) is applied to their subjective view of conditions and not necessarily to the objective situation. The theory states that when people perceive an unequal situation, they experience „equity tension“, which they attempt to reduce by appropriate behavior. This behaviour may be to act positively to improve their performance and/or to seek improved rewards, or may be to act negatively.

Thus, part of the attractiveness (valence) of rewards in a work context is the extent to which they are seen to be comparable to those available to the peer-group. Such thinking, however, is best applied to extrinsic rewards, such as pay, promotion, pension arrangements, company car and similar benefits, since they (a) depend on others for their provision, and (b) have an objective truth about them. Equity theory cannot apply in the same way to intrinsic rewards, such as intrinsic job interest, personal achievement and exercise of responsibility, which by their very nature are personal to the individual, entirely subjective, and therefore less capable of comparison in any credible sense.

In today's turbulent, often chaotic environment, commercial success depends on employees using their full talents. Yet, in spite of the myriad of available theories and practices, managers often view motivation as something of a mystery. In part, this is because individuals are motivated by different things and in different ways.

### **2.6.6 Attribution Theory**

Attribution Theory suggests that we judge other people's behavior by attributing meaning to their behavior in the light of perceived internal or external forces. Internally

caused behavior is perceived to be under the control of the individual, i.e. they have made a choice in selecting the behavior. Externally caused behavior results from environmental forces that are perceived to influence people's behavior (e.g. organizational rules, machinery breakdown etc.), and over which the individual has little or no control. Kelley (1972) suggests that when people make attributions, they do so with three major criteria in mind: Distinctiveness, Consensus and Consistency. In case of the internally caused behavior, we would be likely to draw the conclusion that this person was unmotivated individual who dislike his job, and therefore „chose“ to be late. Where the behavior was seen as essentially caused by external factors, we would likely to conclude that this was a one-off event caused by circumstances outside his control, such as a major traffic hold-up en route to work. This attribution may be true reflection of particular person behavior or not because human behavior is said to be unpredictable from the on sett of creation and therefore call for appropriation ways of motivating the work force to increase productivity. That aside, the taste and preferences of the employees are not uniform and therefore differ from worker to worker.

### **2.6.7 Reinforcement Theory**

Whereas Attribution Theory has strong links with ideas about human perception, Reinforcement Theory, as applied to motivation, has major connections with learning theory, and especially the work of the behaviourist, Skinner (1974). The Reinforcement Theory of motivation suggests that a given behaviour is a function of the consequences of earlier behaviour. Thus, it is argued, all behaviour is determined to some extent by the rewards or punishments obtained from previous behaviour, which has the effect of reinforcing current actions. In this sense, all behaviour is caused by external sources, since we can have little control over the consequences of our actions. So, if an individual's efforts to contribute new ideas to a team are consistently met with an indulgent but apathetic approach by management (i.e. negative reinforcement), then the individual is likely to be discouraged from making further suggestions, and may even seek to change his or her job. Where, by comparison, the individual is encouraged to

share new ideas and help to develop them (i.e. positive reinforcement), then the person is likely to generate even more ideas.

Strict Reinforcement Theory would argue that an individual own understandings, emotions, needs and expectations do not enter into motivation, which is purely about the consequences of behaviour. However, modifications of the theory (e.g. Social Learning Theory) do allow for the effect of individuals' perceptions of the rewards/punishments obtained by others as a contributor to motivation. Thus, an employee is not just affected by the consequences of his own actions at work, but is able to infer „appropriate“ behaviour from what he sees as the consequences for others of their behaviour. Reinforcement Theory is not basically concerned with what motivates behaviour, or how, and is not strictly a theory of motivation. It is more concerned with control of behaviour (i.e. power over others). Supporters of Reinforcement Theory (Jablonsky and De Vries, 1972) offer some important guidelines to those intending to use it as a motivating tool in the workplace.

The underlying assumption behind this approach is that people are there to be controlled, and that management's task is to provide the „right“ conditions to encourage high performance. This is not quite such a negative view of people as is suggested by McGregor's concept of human motivation (McGregor 1960).

### **2.6.8 Expectancy Theory**

Workers expectation of returns or rewards for efforts put on a job has become part and parcel of the motivation of employees in every organizational establishment and it will therefore be inappropriate to discuss motivation of the public sector motivation without taken a cursory look at the Expectancy Theory. This theory was developed by an American, V.H. Vroom in 1960s. A key point of his theory is that individual's behaviour is formed not on objective reality but his or her subjective perception of that reality. Vroom proposes that motivation is a function of value of effort-performance and performance rewarded relationships. Expectancy theory emphasizes the role of individual perceptions and feelings (expectations of particular results) in determining

motivation and behaviour. Also the expectancy theory does not specify which outcomes are relevant to individuals in any situation (Enoch, 2005).

The core of this theory relates to how a person perceives the relationships between three things that is effort, performance and rewards. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees' ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes, such of which has an associated value called valence. The three key factors are based on the individual's perception of the situation. These are:

*Expectancy*; which is the extent of the individual's perception, or belief, that a particular act will produce a particular outcome.

*The instrumentality* is the extent to which the individual perceives that effective performance will lead to desired rewards and

*Valence* which is the strength of the belief that attractive rewards are potentially available (Gole, 2004: p43)

It is important to note that Vroom distinguishes „valence“ from „Value“. He does so by defining the former in terms of the anticipated satisfaction the individual hopes to obtain from the outcome or reward, and by defining „value“ in terms of the actual satisfaction obtained by the individual. According to Vroom the three factors that is, Expectancy, Instrumentality and Valence combine together to create a driving force, which motivates an individual to put in an effort, achieve a level of performance, and obtain rewards at the end. Despite the criticism, Expectancy Theory is still one of the useful for predicting employee behaviour (Aamodt et al 2007).

It is prudent to note that, effort alone may not necessarily lead to effective performance. Other factors are involved, such as the individual's own characteristics (personality, knowledge and skills) and the way in which he perceives his role. For example,

the prospect of promotion could be seen by a newly appointed employee as an attractive prospect (valence), but his expectancy of gaining promotion could be low, if he perceives that promotion is attained primarily on length of service. In such a situation, performance does not lead to rewards, so effort in that direction is not seen as worthwhile. These analyses clearly show that individual worker's expectancy of returns for a job performed vary and which has become a problem of management as to which is the satisfactory way of motivating workers for a good job done.

## **2.7 Empirical analysis studies**

According to a research carried out by Kovach on industrial employees who were asked to rank ten "job rewards" factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred. The results were as follows (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) Good wages and salaries (6) interesting work (7) promotion & Growth (8) employees loyalty (9) Good working conditions (10) tactful discipline

During the periods of (1946, 1981 & 1986) when employee surveys were carried out, supervisors were at the time asked to rank job rewards, as they taught employees would rank them. The rankings by the supervisors were relatively consistent for each of the years. These rankings were as follows: (1) Good wages (2) Job security (3) promotion and Growth (4) working conditions (5) interesting work (6) personal loyalty to employees (7) tactful discipline (8) full appreciation (9) sympathetic help with personal problems (10) recognition (Kovach 1987 p.49-54).

The results from the supervisor survey indicated that their ranking had not changed over the study period with regards their collective perception of factors that motivate employees.

This shows that they had a very inaccurate perception of what motivates employees but also that they did not realize the importance of the need theory

In a survey by Wiley (1997, p.278) in which approximately 550 questionnaires were administered to person employed at different industries and divided into 5 subgroups or categories namely: (occupation, gender, income levels, employment status and age) they were asked to rank 10 factors according to the level of importance each is in motivating them to perform best with the most important factor ranked 1 and the least important ranked 10th. The survey concluded with the following collective rank order by respondents: (1) Good wages (2) full appreciation of work done (3) job security (4) promotion (5) interesting work (6) company loyalty to employees (7) Good working conditions (8) tactful discipline (9) recognition (10) sympathetic help with personal problems.

The results from a representative sample of the labour force in seven different countries by Harpaz (1991 p.75) showed that the two most dominant work goals were “interesting work” and Good wages”; He further concluded that these two factors were consistent across different organizational levels, between genders and age groups.

Quinn (1997) also cited in Harpaz (1991 p.311) concluded, “When the ratings of twenty three job related factors (including the need factors) were carried out, the conclusion reached was that no single factor was pre-eminently important”. He further pointed out that, “The most aspect of the worker job was that of sufficient resources to perform a task. From the above studies presented so far, the rankings by different subgroups have shown semantic differences in the importance placed on different motivational factors. For example (Kovach, 1987, Wiley, 1997 and Harpaz, 1990) .The discrepancies in these research findings supports Nelsons (2001) positional view that “what motivates employees differs and may change for the same employee over time”.

It is appropriate at this level to give a brief summary of the previous researches in this thesis. Even though the original need hierarchy theory was presented some 50 years ago, some of its if not all factors remain of significant importance to employees today. The

large number of earlier and recent studies investigating employee motivation using sometimes the original or modified version of Maslow's theory, may continue the appreciation of this theory and the issue of employee motivation. The literature also shows that where the original theory was lacking (shortcomings or criticized for), has been greatly taken into consideration.

Researchers have taken issues such as differences in gender, age, income, culture & countries etc and how these may affect or influence employee work motivation extensively. The commonality between these previous researches is the agreement that certain factors are more important as motivational factors than others and that these factors may change from one employee to another. These previous studies have also been taken using different methods, from surveys, questionnaires, face-face interviews, but their outcomes have not differed significantly.

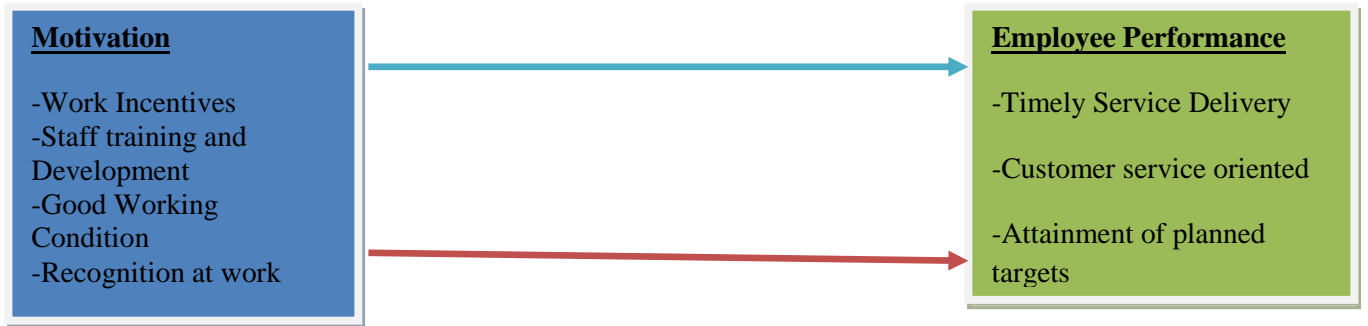
A possible explanation could be due to the fact that even though these studies were carried out using different methods and target population, the motivator's factors remain the same. The literature used in this thesis covers a wide range of time period, highly relevant and useful for addressing the purpose of this thesis.

## **2.8 Conceptual Framework of the Study**

The independent variables of the study are work incentives; staff training and development, good working condition, recognition at work which all together which are expected to lead into motivation. The dependent variables are timely delivery of services, customer service oriented and attainment of the planned targets, which will measure employee performance. In order for motivation to lead into employee performance, there must be control variables like labour laws and human resource policy, which enhances employment standards, working environment and work security.

**Figure 2.1 Conceptual Framework**

**Independent Variables Control Variables Dependent Variables**



**Source: Researcher's own construct (2014).**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The chapter indicates the type of research design used; type of data collected, methods that were used in data collection, sampling and sampling procedures, area of study, and how data were analysed.

#### **3.1 Research Design**

Research design is a road map used to guide the implementation of the study (David et al, 1980). Also, according to Aaker, *et al.*, (2002), research design gives a detailed blue print of scientific inquiry which designs a strategy for finding out better result of which in this context the role of motivation towards improving workers performance. This study used case study design, and both qualitative and quantitative data were obtained in this study. Qualitative technique was used because it involved examining behavioural aspects which are abstract and hence difficulty to be quantified

The case study design was preferred to other study such as survey and experimental due to the fact that, it enables a thorough study of a unit over a range of variables (it is characterized by depth and breadth), it may be conducted in any kind of social setting and is flexible in data collection techniques (May, 2001). The choice of the research design is due to the fact that the researcher wants to describe the role of motivation towards improving employee's performance.

However, despite the fact that the case study may be considered empirical yet it lacks rigors in its approach. Therefore it has limitations with respect to the reliability of the findings. Still one may question whether the case is representative of entire population. Hence, generalization of findings using case study design is questionable (Ibid).

### **3.2. Area of the research**

This research study was conducted at Bariadi District Council. The organisation was chosen to represent other Local Government Authorities in the country. Also, the researcher was familiar with Bariadi District Council; hence, the collection of data was assumed to be simple and easily accessible.

### **3.3. Survey population**

A population is the theoretically specified aggregation of study elements. It is translating the abstract concept into workable concept (Ibid). In this study, the population involved all staff of Bariadi District Council. Also, target population is the complete group of specific population elements relevant to the research project. In this regards, management and employees of Bariadi District Council were the target population under this study.

The researcher visited the headquarter of BDC to encounter with management and employees working in the target area.

### **3.4. Units of Analysis**

For intention of achieving the general objective of the study, individuals were the unit analysis, from which the sample of respondents was selected. The selection of the following units of inquiry was subjective to their knowledge of motivation issues and motivation factors affect performance of employees. The units of investigation consist of the following: DED, Heads of Departments and Units, supervisors and normal employees.

### **3.5. Sample size and Sampling Techniques**

#### **3.5.1. Sample Size**

Nichols (1991) asserted that, once an idea of the size of the sample to be afforded is known, there should be a think about the level of accuracy this sample will give if this is

adequate for the purposes. For investigative on in-depth work, the aim is to get a 'feel for a problem'. McCluskey, *et al.*, (2003) suggests a minimum of 30 items to be included in a sample when statistical analysis was adopted. Such small, information studies should include units from all sub groups of interest in the target population. Also, the size of the sample considered the fact that; the smaller sized sample could not depict the real situation. The small size sample could limit the probability of detecting a relationship where one exists as compared to large sample (Ibid). For the purpose of getting good information about this study, the researcher used a sample of 150 respondents whereby 120 respondents were normal employees and 30 respondents were key informants, DED, HoDs and HoUs.

### **3.5.2. Sampling Techniques**

#### **3.5.2.1. Purposive sampling**

This method was used to select the targeted respondents (DED, DEO and other heads of departments), this is a non-random sampling procedure in which personal experience of the respondent regarding motivation initiatives was considered to be key derived from the position one holds or the roles s/he plays in relation to a particular job/activity.

Purposive sampling was used in this study simply because the researcher considered that these respondents are the key informants due to their position they hold or the duties they perform in a particular sector.

#### **3.5.2.2. Stratified sampling**

This method was used focusing gender distribution in order to obtain views from both women and men. The reason according to Yin (1994) is that, stratification serves the distribution among heterogeneous population which needs to be incorporated for the purpose of gaining insights from it.

The researcher employed stratification technique in this study in order to avoid biasness to the respondents, in this sampling technique every individual has an equal chance to participate, both men and women were able to participate in study.

### **3.6 Data Collection Methods**

Primary and secondary data collection methods were used to elicit information from respondents and other sources.

#### **3.6.1. Primary data collection methods**

Primary data collection methods used by the researcher to collect data from the field included; interview, questionnaire and observation

#### **3.6.2 Interviews**

The researcher used interview (semi structured interview).The interviews were complement what the questionnaires was unable to provide. The interview tool was unveiled from these respondents' views/opinions regarding the matter. Yin (1994) affirms that the interview tool is very important source of getting information and it is helpful in handling case study related matters as the research design indicates. In this study interview was used to interview the heads of departments, DED, human resource manager and the heads of units.

#### **3.6.3. Questionnaires**

Questionnaires (structured and semi structured) was used to obtain information from employees. These were complemented and supplement information obtained under interview, observation and documentary review. These included structured and semi structured questionnaires (see appendix 1). The reason is to obtain consistency of responses to the questions asked in repeated measurements (Carmines and Zeller, 1979)

#### **3.6.4. Observation**

The researcher used observation (practical observation) method in data collection in order to complement information that was not obtained from the interview and questionnaires. This information included the eye witness during the study in real situation which assisted the researcher to justify what was revealed from the interview

and questionnaires regarding motivation done by the employer in the mentioned district. Observation method was helpful because it seeks to obtain the immediate reactions of the respondents regarding what they think and perceive regarding motivation practices. The reason for using this method is its ability to obtain faithful answers from the respondents exactly when performing their particular jobs and making sure that what is observed is what is reported (Yin, 1994).

### **3.7. Secondary data collection methods**

The researcher used documentary review in order to access accurate and reliable data from the Government and NGO documents, company sustainable development reports, books and journals regarding motivation in public sector.

### **3.8. Data analysis**

Data collected was summarized, coded and analyzed both qualitatively and quantitatively, and then these data were processed by Statistical Package for Social Sciences (SPSS). Frequency distribution and percentages was used to describe major variables.

Quantitative data were analysed by using descriptive statistics. Qualitative data from interviews and observations were analyzed using content analysis (by analysing texts regarding authenticity, or meaning from respondents' responses on "Who says what, to whom, why, to what extent and with what effect?"). According to Holsti (1969) cited by Kumar (2002) content analysis is used into three basic categories;

- i) make inferences about the antecedents of a communication
- ii) describe and make inferences about characteristics of a communication
- iii) Make inferences about the effects of a communication.

## CHAPTER FOUR

### ANALYSIS AND PRESENTATION OF DATA

#### 4.0 Introduction

This chapter focuses on the analysis, presentation and discussion of data gathered from the field. It captures the various issues of the role of Motivation on public sector workers with special reference to employees of BDC and their performance. The analysis is in line with the stated objectives of the study.

#### 4.1. Characteristics of Respondents

##### 4.1.1 Sex Distribution of Respondents

As in Table 4.1 below, out of 150 employees interviewed, 82.7% were males and 17.3% were females. This disparity suggests that decisions and policies concerning motivation were likely to be skewed towards the welfare of male staff. This can lead to dissatisfaction and disgruntlement among female staff which affect their performance considerably.

**Table4.1: Sex Distribution of respondents**

Sex	Frequency	Percentage
Male	126	82.7%
Female	24	17.3%
<b>Total</b>	150	100%

**Source:** Field data2014:

On the other hand, morale on the part of male workers is likely to be high since they dominate in decision making and may back decisions that will boost their morale.

##### 4.1.2 Education level of Respondents

The successful development of any institution depends on capabilities of her human resource base. The educational level of the people determines to a large extent the nature of responses and their understanding of the issues at stake. The ability of workers to

combine different methods especially modern technology improves their performance at work and hence their output will be very high. Data gathered from the field indicate that out of the 150 people interviewed, at least 100 had first degree; hence their ability to analysis issues may be high. A District council like Bariadi needs staffs that are competent in their field to be able to carry out effective duties and tasks of citizens so that they can also contribute their quota to the national development.

According to Herzberg 1959, the job should have sufficient challenges to utilize the full ability of the employee. If the job is not sufficiently challenging enough and not used for an employee's full abilities, the company should replace the employee with the one who has a lower level skill to do the job (Shah and Shah, 2007). In proportion, the statistics showed that 33.3% of the workers interviewed have certificates less than a degree and would be able to handle those jobs that needed low skills and the 66.7% of the workers interviewed have university degrees that enable to handle difficult task.

**Table4.2: Education level of respondents**

Education level of staffs	Frequency	Percentage
Primary	2	1.3%
Secondary	3	2.0%
Certificate	45	30%
Degree and above	100	66.7%
<b>Total</b>	<b>150</b>	<b>100%</b>

**Source:** Field data, 2014

The implication of the above educational level of workers indicate that there would be positive impact on the organization, since the level of education determines the people's ability to coordinate and influence subordinates to be committed to the activities of the organization. If educated people are able to exercise their rich experience accumulated for so many years at work and in schools, the workers will be able to achieve a common goal. A high educational level will enable management to promote workers performance.

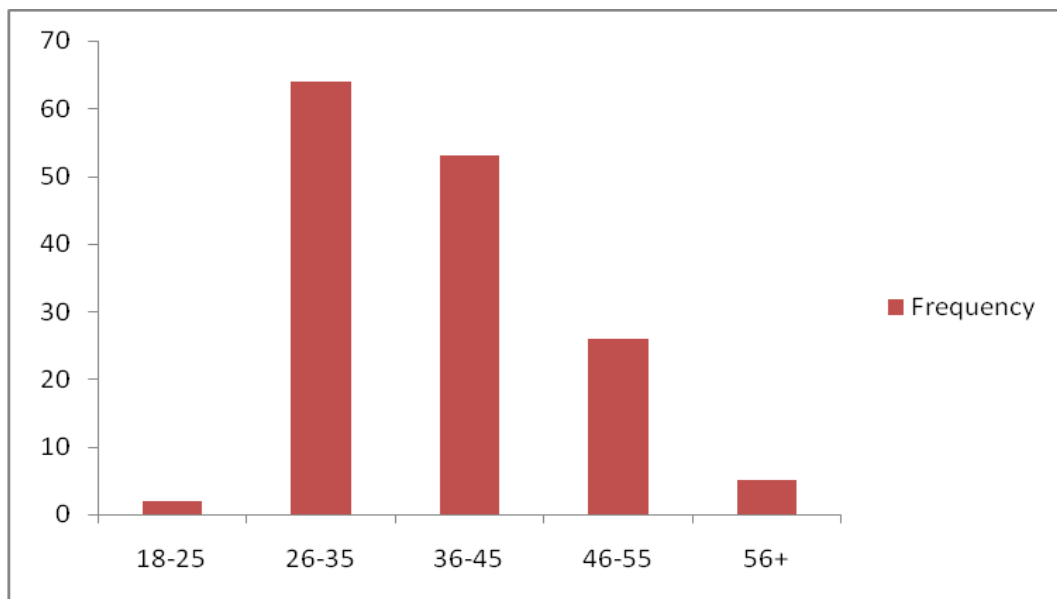
Similarly, education and development is expensive and workers who sacrifice their scarce to upgrade their skills will demand motivational packages commensurate with

their status. For instance, senior members (master's and PhD holders) may demand better remuneration and incentives than senior and junior staff.

#### 4.1.3 Age of respondents

The age distribution of the respondents ranged from 18 years to above 56 years. From the data collected most of the respondents fell within the ages of 26-35. This constituted 42% of the staff interviewed. Figure 4.1 below shows the age distribution of respondents.

**Figure 4.1: Age Distribution of Respondents**



**Source:** Field data, 2014:

From the Figure above very few respondents of the university were in the range of 56+ years and above. Two per cent of the respondents fell within this category. Age more often than not, comes with experience, which in a public sector such as BDC, is needed to handle challenging task such as supervision of Public projects. As propagated by Abraham Maslow in his of Hierarchy Needs, those within this category are preoccupied with higher order needs such as esteem, and self-actualization, having had their lower order needs taken care off (Maslow, 1943). The 64% constituted the youthful age and

this means the institution has future, since every organization survival depends on the future generation.

#### 4.1.4. Category of Staff

In order to safeguard the credibility of the research findings, motivation and performance in Bariadi District Council was observed along the three staff categories. These are senior members, senior staff and junior staff. In all 51 senior members representing 34% were contacted for the study. The rest were senior and junior staff as shown in Table 4.3 below. The Senior Members recounted that the only incentives they benefit as a source of motivation are the allowances, extra task allowances and sabbatical leave. However, 66% of the senior and junior staff said they enjoy free medical services (for themselves and their dependent) and free coffins when they die. The study found that motivation on the campus was skewed in favors of senior members. This notwithstanding, all the staff be mourned the poor state of motivation.

**Table 4.3 Categories of Respondents**

Category of staffs	Frequency	Percentage
Senior member	51	34
Senior staffs	42	28
Junior staffs	57	38
<b>Total</b>	<b>150</b>	<b>100%</b>

**Source:** Field data, 2014

The implications of these on performance are manifold. The junior category which formed the majority of the working population in the Council is either poorly motivated or not motivated at all. The laborers and watch men in their conditions of services are not given promotions. This does not entice them to work hard because the ego of benefiting from promotion is an eventual absent. A motivated person has the awareness of specific goals which must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al., 2001). It means a motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. In the situation of BDC, employees are fully aware they will not be promoted to the next level where their income level will also increase to compensate their efforts. The statistics

gathered indicated that 81.3% of the workers said they will work hard if they are assured of promotion.

#### 4.2. Type of Incentives Received by Workers

Monetary and non-monetary in table 4.4 below were recognized by the workers interviewed. (Table4.4) These incentives have influenced their performance at work and kept them in motion. In general, incentives are basic determinants, whether private or public in attracting workers to stay in an organization or quit certain jobs offered to them. Workers therefore placed premium on incentives when searching for job or not satisfied with certain jobs and the desire to look for jobs with better incentives and remuneration. 79.3 % of those that were interviewed agreed that medical claims were the only incentives they received from their employer. This goes to confirm the fact that the institution is much concern with workers health by providing them with free medical care to keep them active and healthier to carry their daily work. The travelling allowance rate to workers is inadequate. However, the same respondents were of the view that the rate was very low as compared to other public sector.

**Table 4.4: Types of incentives received by workers**

Types of incentives	Frequency	Percentage
Medicine	119	79.3
Travelling allowances	19	12.7
Study leave with pay	1	0.7
Car loans	11	7.3
Total	150	100%

**Source:** Field data, 2014

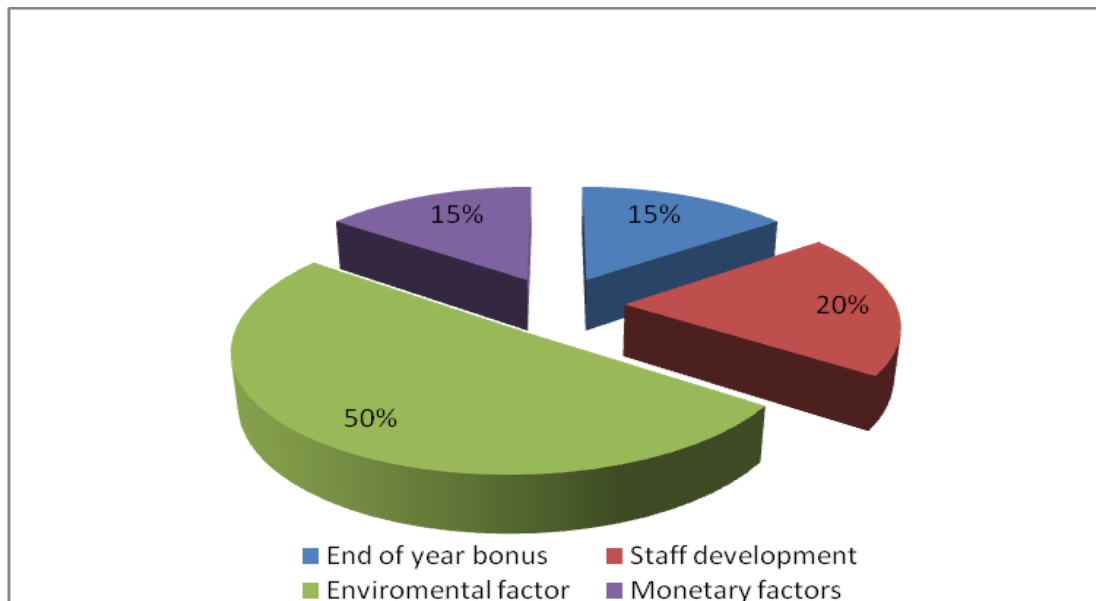
From the table indicated, 0 .7% of the respondent regarded study-leave with pay as incentive and the remaining percentage did not considered it as an incentive. Senior members were of the view that they enjoy professional allowance, house allowance, travelling allowance over time allowance and which represented 12.7% of respondents. In their view, study leave with pay is their entitlement, but not an incentive. The analysis shows that, the Government need to introduce other incentives that will boost the morale

of workers especially the junior staff category who are not entitled to other incentives aside of the free medical cares.

### 4.3. Factors that motivate employee at work

In every organizational establishment there are certain incentives that give an individual the edge to work in. These factors let workers stay in particular organization or elsewhere for better conditions. The results of the findings point to the fact that, the factors that motivate respondents at work are keys to their performance. A good signal affirmed that environmental factors are the main things that will keep them in the work. These factors were defined to include organizational policies, tools / equipment, the leadership style and the general interactions between management and subordinates

**Figure 4.2: Factors that motivate workers at work**



**Source:** Field data, 2014

From the (figure 4.2) above it can be seen that respondents have different perceptions of factor that motivate them at work. The environmental factors 50% is the dominance factor that encourages people to execute work. The monetary factor also very crucial role in motivating employee's to improve their performance at work. It was second factor workers considered in terms of enticing them to meet the predetermined goals and

objectives. This means that workers are satisfied with some of the hygiene or environmental factors, and then there is the need to boost their moral in monetary terms so that they continue to work in the organization. According to Herzberg's (1959), Hygiene factors relate to satisfaction at work. He also proposed that managers can give their employees more authority to their job and offer them direct and individual feedback in order to motivate and help employees to connect to their work (Wirralmet, 2007).

This generated further interest in the researcher find out the form of motivation that workers would prefer. Out of the 150 respondents, 23 respondents representing 15%, 94 respondents representing 62.7%, 24 representing 16% and 9 respondents representing 6% said they prefer group reward, personal rewards, both group and personal and any form respectively. However, looking at the forms of rewards that workers prefer, 62% of the respondents argued that they prefer personal rewards. This reinforces the argument of Smith (1994) that due to environmental and biological variables, individuals within organizations will want a form of motivation that they see as personal. Table 4.6 below explains the spatial distribution of the findings.

**Table 4.5: Modes of receiving rewards**

Modes of receiving rewards	Frequency	Percentage
Group reward	23	15.3
Personal reward	94	62.7
Personal/group reward	24	16.0
Any form	9	6.0
Total	150	100%

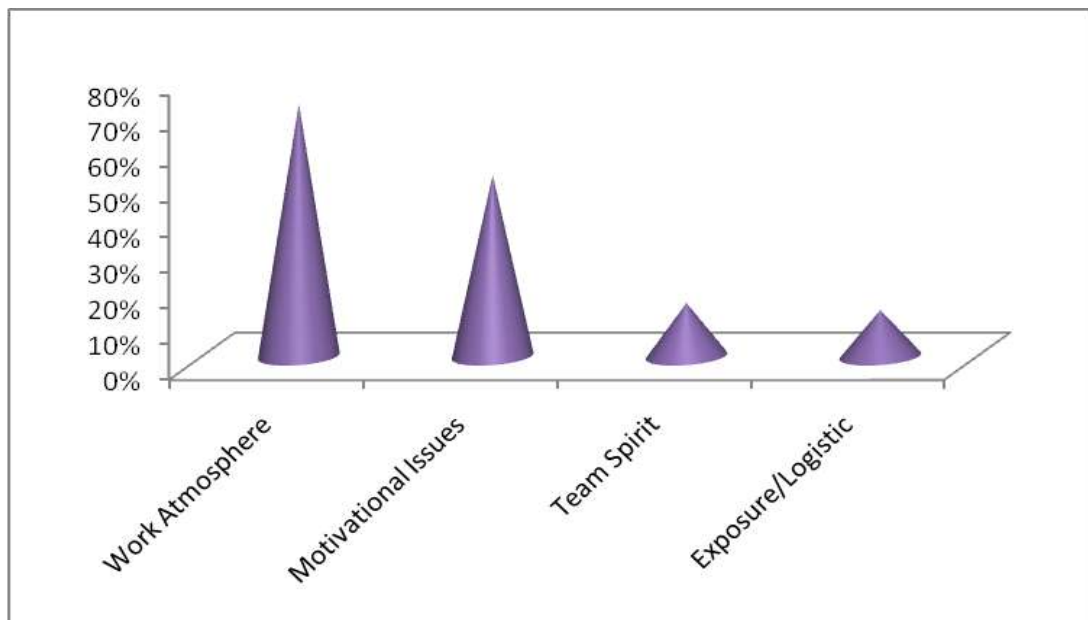
**Source:** Field data; 2014

In conclusion both monetary and non-monetary factors are necessary ingredients in motivating workers at work place. Management should therefore take these issues into consideration in their human resources planning. Since aspect of it may not be able help to have a harmonist strategy man power needs for the organization.

#### 4.4 Factors that influence employee performance

The effective performance of an employee is very critical for any organization, because for any organization to survive it much depends on competitive environment to survive depends on workers. The factors that influence employees were taken into consideration and the work atmosphere was there and good cordial relationship among was indicated to be very influential. Results indicate that 71% of the workers believed that when the work atmosphere is conducive they will be able to perform their duties well. However, 51% of the respondents were of the view that motivational issues in the form of monetary and non-monetary rewards will influence zeal. This therefore means that, even if workers are given more monetary rewards without maintaining a good work atmosphere, it will not yield high performance at work. Logistics in the form of tools and equipment which are the facilitators of good work performance in every establishment constituted 13% and was not regarded a major factor as far as organization performance is concerned.

**Figure 4.3 performance factors**



**Source:** Field data, 2014:

The implication of the figure shows that work atmosphere largely determine workers performance in the organization and even though other factors are equally important but they only play a complementary role in workers performance in the organization. Management should take precautionary steps to incorporate all the factors that influence employee performance

#### **4.5 Recognition for Work Done**

Generally speaking, recognition for work done is an internal form of motivation that provides an individual a sense of direction and appreciation (Nel,*et al*, 2001).

25% of the respondents said *time-off with pay* constitutes the best form of recognition while 12% said *time-of-the month award* was their best of recognition. Appreciation for good job done (thank you) and years of service awards constituted 9% and 5% respectively. This distribution indicated above confirms Helpota (2005) arguments that recognition as a form of internal motivation has variables which are not skewed towards a peculiar variable. This view is supported by Boeree (2006) in his analysis of public and private sector job performance. Vroom contends that variables that tend to motivate people are always evenly distributed. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. Vroom suggests that recognition leads to efforts and the efforts combined with employees' ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes.

This argument further supports the equity theory which states that when people perceive an unequal situation, they experience „equity tension“, which they attempt to reduce by appropriate behavior.

Motivational theorists argue that any form of work done in an institution should be rewarded. However, they disagree on the form and manner that it should take. Out of the 150 respondents, 57% said they preferred monetary benefits, 37% of the respondents said they preferred promotions and/or incremental jumps while a marginal 5.4%

preferred recognitions. This generated a debate as to what form of monetary benefits staff will want as can be seen in table 4.6 below.

**Table 4.6: Reward for Good Work Done**

Modes of reward for good work done	Frequency	Percentage
Monetary	86	57.3
Promotion	56	37.3
Recognition	8	5.4
Total	150	100%

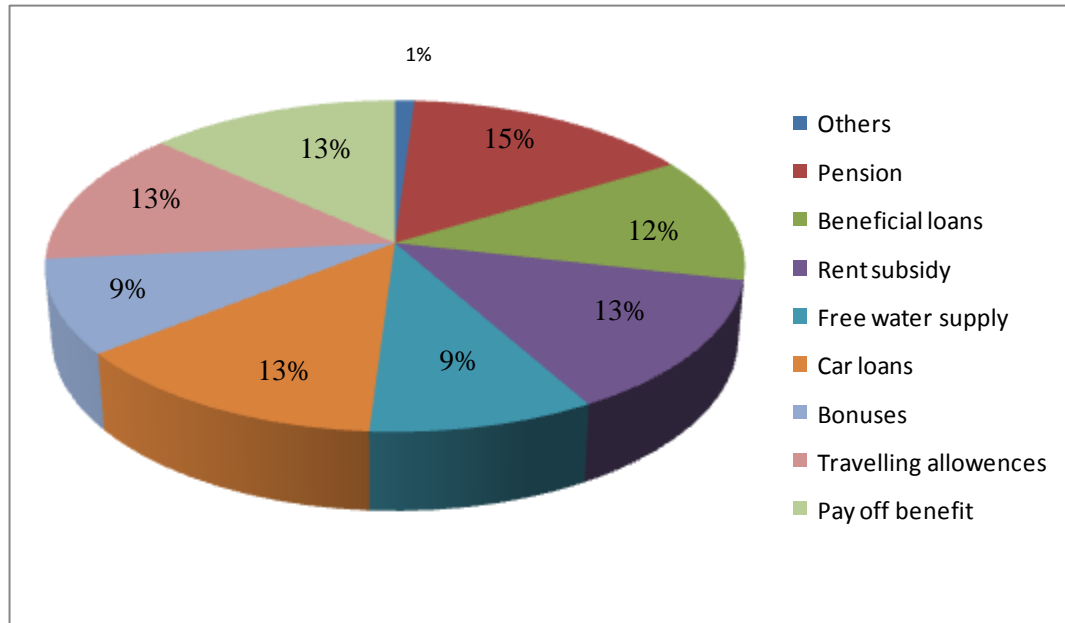
**Source:** Field data, 2014

This behaviour may be to act positively to improve their performance and/or to seek improved rewards, or may be to act negatively. Thus, part of the attractiveness of rewards in a work context is the extent to which they are seen to be comparable to those available to the peer-group. Such thinking, however, is best applied to extrinsic rewards, such as pay, promotion, pension arrangements, company car and similar benefits.

#### **4.6 Preference for Monetary Rewards**

Bassett-Jones and Lloyd (2005) suggests that the content, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli such as monetary rewards. Figure out of the 150 questionnaires administered, 15%, 13%, 12% and 9% representing pension, car loans, travelling allowance, rent subsidy and beneficial loans respectively. From the point of view of Baldin (1991), preferences for rewards vary among individual or organization. The primary focus according to McGregor (1960) in his analysis agrees with other views on how and why questions of motivation, how certain behaviour starts, developed and sustained over time. In line with that analysis, Boeree (2006) opined that human behaviour in general is dynamic and could affect the individual's personal attitude as well as factors surrounding that individual. These exogenous factors emanate from the environment in which the individual operates and generates stimuli to employees as shown in the figure 4.5 below.

**Figure 4.4: Preferences for monetary rewards.**



**Source:** Field data, 2014

Employees are individuals that come from different backgrounds. They have different education with different experiences and their different family classes are all the factors within which their needs can be located (Boeree, 2006).

According to Smith (1994), the reason why employers motivate employees is purposely for survival. Despite this fact, workers are always agitating for compensation for work done to keep them alive.

This seems to have problems because, when workers are satisfied with their survival needs, they tend to fight for recognition and others and that may explain why paid vocation (2%) is lower

#### **4.7 Non-Monetary Rewards**

There are non-monetary rewards that play a central role on workers motivation and their performance in the public sector. The 150 respondents that were interviewed placed equal role on Job security, Appreciation for work done, work content, Organization policy, Intellectual challenge, and Training for Professional Development. The six issues

mentioned here were priced by 64.2% of respondents as the most valued non-monetary rewards.

**Table 4.7: Non Monetary Rewards**

Types of Non Monetary Rewards	Frequency	Percentage
Job security	16	10.7
Promotion	15	10.0
Appreciation for work done	16	10.7
Physical environment	17	11.3
Work content	16	10.7
Relationship	17	11.3
Achievement	5	3.3
Organization policy	16	10.7
Intellectual challenges	16	10.7
Profession Development	16	10.7
<b>Total</b>	150	100%

**Source:** Field data, 2014.

From the table 4.7 above, achievement is the least rewarding and the implication is that workers did not regard their fulfilled task as reward and which represented 3.3 % of the respondents. The six issues with equal percentages of 10.7% in combination represented 64.2% are things that workers felt that are needed to simultaneously rewarding workers. However, physical environment and relationships with co-workers each percentages is 11.3% and in terms of complementary percentages is 22.6%. In terms of combined rewards, management need to institute policies around these six rewarded issues, which have an equal percentage.

The implication for such statistics for manager's and management of BDC who want to motivate their employees would include these activities but should be evenly distributed and that staff views such non-monetary rewards equally. In addition, management should recognize good work from staff to motivate them give their best. On reaching this understanding and believing that employees are naturally motivated, BDC can simply provide the environment for their motivation to be enhanced and improved as supported by Baron (1983) in his assessment of large organisations. It means that if BDS environment is better and a good working atmosphere provided, staff will be motivated. This confirms Lawler's (2003) argument that different theories questioning why people

prefer certain careers, why they seek particular rewards and why they feel satisfied or dissatisfied with their work and rewards are inextricably linked.

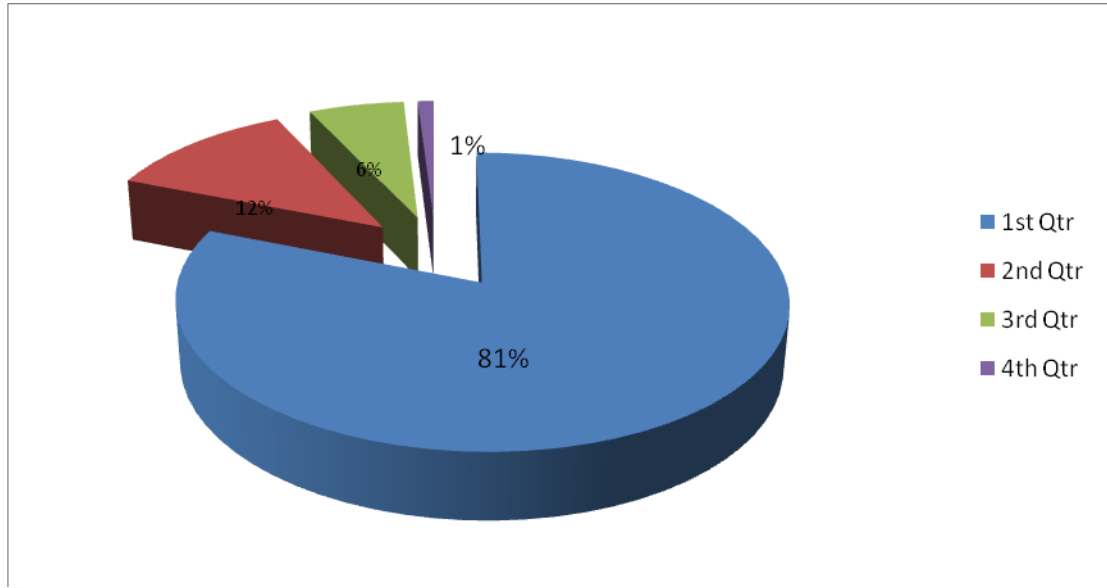
#### **4.8 Importance of Motivation**

The role of motivation in both the private and public sector have been emphasized by people who preceded Maslow. This revelation is succinctly supported by the statistics below. Out of the 150 respondents, 81% contended that encouragement is important to them. Conversely, a marginal 12% and 6% of the respondents argued that motivation and job satisfaction respectively is important. This observation supports the arguments by Smith (1994). This is due, in part, to the fact that what motivates employee's changes constantly as indicated by (Bowen and Radhakrishna, 1991). In line if this exegesis, Kovach (1987) suggests that as employees' income increases, money becomes less of a motivator. In addition, as employees get older, interesting work becomes more of a motivator and verbal encouragement becomes a catalyst that accelerate and energize staffs. There are many aspects of motivation in BDC that when person is motivated by those aspects they may not necessarily motivate another person, because there are many different factors that affect motivation for different level employees judging from the unfriendly environments.

Evidence from the research shows that job satisfaction is important among BDC workers and one crucial ingredient to retain employees (Bennet,*et al.*, 2006).

Looking at the distribution of the responses and their degree of deviations, it is true to some extent that when workers of BDC are motivated, their ability to increase productivity will be high. It is suggested that management can use skill variation as a motivator and improve job satisfaction (Bennett et al, 2006). Though there are certain situations some workers of the institution's attitude may not be reversible and stringent measures needs to influence them to work hard. Despite the deviates in the Council of BDC, motivation still remains a powerful tool to influence the labor force to work.

**Figure 4.5 Importance of Motivation**



**Source:** Field data, 2014

In an attempt to validate the role of motivation in the institution, 81% of the respondents opined that induced hard work was their preferred form of encouragement to elicit the desired outcome. In contrast, 29% of the respondents argued that expertise was more preferred. Arguably, this demonstrates a weak correlation between the various forms of variables that motivate an individual in BDC as seen in the figure 4.6 above. In such a situation, performance does not lead to rewards, so effort in that direction is not seen as worthwhile due to the weak correlation. These analyses clearly show that individual worker's expectancy of returns for a job performed vary and which has become a problem of management as to which is the satisfactory way of motivating workers for a good job done (Smith, 1994; Kovach, 1987).

#### **4.9 Relationship between Motivation and Work Performance**

The two variable Theory was used to determine the relationship between motivation and work performance. The rationale was to establish from the findings whether there was some degree of association between motivation and work performance. The Pearson correlation coefficient was used to determine the relationship between motivation and

performance. Table 4.9 summarizes the results of the correlation. From the table, the Pearson correlation coefficient showed weak positive correlations of 0.151 which is statistically significant at 10% level of confidence. The implication of the coefficient is that, motivation has significant positive influence on performance and for that matter, upward adjustments of motivation would result in higher work performance of workers. That is, when workers are motivated their work efforts or output will increase. This finding is consistent with empirical literature since renowned scholars have contributed immensely on motivation and have attested to the positive correlation of motivation and work performance. For instance, Nel et al., 2001, indicated that “a motivated person has the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals.”

This piece of finding presents management with a substantial measure in increasing the work efforts of workers. It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND POLICY IMPLICATION**

#### **5.1 Introduction**

This chapter presents the summary of the findings and conclusions on the Assessment of motivation on employee performance in the public sector. A case study of Bariadi district council. The chapter also provides recommendations to the Ministry and departments dealing with employment in Tanzania in establishing short term and long-term policies on motivational issues and for further studies.

#### **5.2 Summary**

The study intended to assess the role of motivation on employee performance in Bariadi district council. The study used case study design in which 150 respondents were involved. Documentary review, questionnaires and interviews were also used to enrich the findings. Data collection methods included primary and secondary sources of evidence. Primary sources were obtained by the use of questionnaires and interviews. Secondary sources include books, journals, research papers, dissertations, internet sources. Data collected were analyzed qualitatively and quantitatively.

This study comprised three objectives for the purpose of assessing the role of motivation on employee performance in the public sector. On the first objective, the study intended to examine the strategies that motivate employees. The study revealed that there were numerous strategies that are being used by the government to motivate workers; these strategies included staff development, improving working condition, annual bonus and monetary reward.

The study also revealed that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means

of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, *et al.* (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance.

The second objective intended to understand the factors that motivate employees at work in the public sector. It was found out that. Work atmosphere, motivational issues, team spirit and exposure/logistic are the factors that motivate workers to perform their duties accordingly. It was further found that employees at BDC were motivated because their working environment were so good and well equipped with working facilities such as computers, printers, nice chairs and tables. However, working condition was the most among all factors mentioned by the employees that motivate workers in performing their tasks.

The third objective sought to understand the relationship between motivation and performance. Therefore, the researcher used two variable theories to determine the relationship between motivation and work performance; the research results indicated that there is positive correlation between motivation and work performance. When workers are motivated they will be able to increase their output by 15%. Motivated people have the awareness of how specific goals must be achieved in specific ways; therefore he/she directs effort to achieve such goals. Therefore, there is close correlation of motivation and work performance in BDC as indicated in the research findings.

### **5.3 Conclusion**

It can be concluded that, the BDC use various strategies to motivate workers that had made them to perform their duties, such strategies included the following;

Firstly, salary, Wages and Conditions of Service, to use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization

attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

Secondly, money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success

Thirdly, staff training, no matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The library organization must have good training program. This will give the librarian or information professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

Fourthly, information availability and communication, information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

On the second research question the study intended to understand the factors that motivate workers to perform their tasks and it was found that staff development,

environment factor, monetary factor and end of year bonus are the factors which motivate performance by the employees on their duties

Lastly the research question number three focused on the role of motivation on employee performance, from this study there is no doubt that motivation plays as significant role on employees performance as most of the respondents who were interviewed at Bariadi district council all together insisted on motivation.

#### **5.4 Recommendations**

Management needs to reward workers properly since it will motivate them to do a better job. The following recommendations will therefore help to create conducive atmosphere and good conditions for workers.

Firstly, from the analysis of the data gathered on the study, the major problem facing employee's especially junior staff is that, there are no allowances aside their monthly salary; the researcher therefore recommends that government should provide them with housing allowances, and extra work allowance to cushion their salary. When these allowances are added to their salary they will be committed to work and productivity will increase. This will go a long way to minimize the number of strikes that Teachers and Education Workers Union (UWT) normally embark upon due to dissatisfaction of their salary.

Secondly, the study also revealed that accommodation is one of the main challenges facing staff. The point is that, a good accommodation for workers to a large extent also contributes or motivates workers to put up their best. The researcher recommends that management should liaise with government and authorities to build residential accommodation for workers in the working place, Management can also develop proposals to some donor agencies and development partners to assist in mitigating this problem.

Thirdly, there is an urgent need for management at the council level to institute end of year awards to particularly junior staffs who have committed much of their energy to

work thereby contributing largely to the attainment of the mission and vision (goals) of the Council. The award could be for instance, be a motorbike to staff that has excelled on the job. When such rewards are given to deserving and dedicated staff, other workers will strive hard to be committed to doing extra work.

Fourthly, the study recommends that there should be financial decentralization from the central administration to various district Council. It is therefore necessary to decentralize financial administration at the council that will enable management to meet the daily work challenges workers encounter on the various public sectors. Currently, items that need to be purchased for maintenance must get or receive approval and subsequent release of funds from central Administration. This practice to a large extent slows down administrative pro-activeness and frustrates workers.

Fifthly, the findings of the research indicated that 81% employees believe that motivation irrespective of any form is important in enticing them to work. The researcher recommends that Government should incorporate motivation in their human resource planning, since motivation has the potential of increasing productivity in the organization.

Finally, the government should institute scholarship schemes for staff and their families not only as a form of motivation but also as a means of enhancing the capacity of staff to increase their output.

### **5.5. Area for further studies**

Firstly, the study based only in Bariadi District Council which is one among many district councils of the United Republic of Tanzania, for that case it cannot be used to provide general information on how motivation is done in other district councils of Tanzania. Thus, the study calls upon other survey studies for other district councils so as to provide a general overview on employee motivation in district councils of Tanzania.

Secondly, the study assessed motivation in relation to employees' performance at work. Therefore, another study can be conducted to assess motivation in relation to customer satisfaction at the organization or district councils or any other institutions.

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## APPENDICES

### APPENDIX I

#### SAMPLE QUESTIONNAIRE FOR DISTRICT COUNCIL EMPLOYEES

Dear respondent, I am a student of Mzumbe University. The purpose of this questionnaire is to look at the role of motivation in the public sector on employee performance: A case study of Bariadi District Council. I will be very grateful if you could take a few minutes to complete this questionnaire. Your feedback is very important and I promise to keep your input in confidence.

Thank you in advance for your assistance

Back Ground information:

1. Gender: Male ( ) Female ( )

2. Age 18-25 ( ) 26-35 ( )

36-45 ( ) 46-55 ( )

56+ ( )

3. Educational attainment:

Secondary ( )

Certificate ( )

Degree and above ( )

Others (Specify) .....

4. How long have you been working in BDC? .....

5. What is your current category?

Senior Member.....

Senior Staff .....

Junior Staff .....

**6. What factors motivate you at work?**

.....  
.....

**7. What factors influence your performance at work?**

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

**8. How important is motivation to you as an employee?**

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

**9. Have you received incentives from your employer? Yes ( ) No ( )**

**10. If yes, mention them.**

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

**11. How have these incentives influenced your performance?**

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

**12. Do you feel that you have received enough rewards for the work you have done so far? Not enough ( ) to some extent yes ( ) Always Do Not Know ( )**

**13 what is the best reward you have received?.....**

**14.** Are the logistics and equipment you use for work a problem to you? Yes ( ) No ( )

**15.** If yes to 14, then, what will you like to be done about the situation?

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**16.** Is your present work environment good for you?

Yes, ( )

No, ( )

**17.** If No, what will you suggest should be done about your work environment?

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**18.** How do you receive your rewards from your employer?

As a group/team

To me personally

Both in person and as a group/team

Other .....

**19.** Could you please tell how you would like to be rewarded after a good job done?

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.....

**20.** Please arrange the following recognitions in order of preference from 1 to 10, where 1 represents the most valued of recognition and 8/9 represents the least valued type of Recognition.

- ( ) Time off with Pay
- ( ) Thank You Note
- ( ) Appreciation of work done
- ( ) Certificate for outstanding service or ideas
- ( ) Development Opportunities
- ( ) Employee Award
- ( ) Team-of-the-Month Award
- ( ) Years of Service Awards
- ( ) Other.....

**21.** Would you say you are motivated at all?

**22.** Would you do a better job if you were motivated in another way?

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**23.** Which of the following will make you stay in your current job? Please rank them 1 to 6, where 1 is the most important thing and 6 the least important thing:

- ( ) Stability of my work
- ( ) Compensation and monetary rewards
- ( ) Further training opportunities and higher education level
- ( ) Promotion to higher positions
- ( ) Interest in the work assigned to me
- ( ) I see potential growth in the organization I work in

Arrange the following monetary reward in order of your preference from 1 to 10, where 1 represent the best reward and 10 / 11 the least reward

- Pension
- Beneficial Loans
- rent subsidy
- free water supply
- car loans
- Paid Vacations
- Bonus (Christmas / annual)
- Travelling allowances
- Pay and benefits
- Other (specify) .....

**25.** Arrange the following non-monetary motivational factors in order of your preference from 1 to 10. Where 1 represents the best type of motivational factor and 10 represent the least good type of motivational factor:

- Job Security
- Promotion and growth in the organization
- Physical environment
- work content
- Relationship with co-workers
- Achievements
- Organization policy and administration
- Intellectual challenges and creativity
- Training for professional.

## **APPENDIX II**

### **A SAMPLE INTERVIEW GUIDE FOR DED, DEO, DALDO, DAS, HRM AND SECTIONAL HEADS**

1. How many workers do you have in your outfit or unit/ Department?
2. What are the motivational packages for the staff in your unit?
3. Are workers satisfied with the available motivational packages in your Department?
4. How is the availability or absence of certain motivational packages affecting work Department?
5. In your opinion, what is the best motivation for workers in your Department?
6. Do you have challenges in motivating your staff?
7. What do you think can be done to minimize these challenges faced by your Department?
8. Do you think workers in your unit are well motivated?
9. Do you think something can be done to improve motivation in your Department?

**Thank you for your cooperation**

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