IMPACT OF EMPLOYEE MOTIVATION TOWARD IMPROVING EMPLOYEE'S SERVICE DELIVERY
A CASE OF VODACOM (T) LIMITED

By

Michael Sangaya

A Dissertation Submitted in Partial Fulfillment of the Requirement for Degree of Master of Science in Marketing Management (MSC-MKT) of Mzumbe University

2017

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled ***impact of employee motivation toward improving employee's service delivery at Vodacom (t) limited***, in partial fulfillment of the requirements for award of the degree of Master of Science in Marketing Management (MSC MKT) of Mzumbe University

_____

Major Supervisor

_____

Internal Examiner

Accepted for Mzumbe University, Dar es Salaam Campus College

_____

CHAIRPERSON, CAMPUS COLLEGE BOARD

DECLARATION
AND
COPYRIGHT

I **Michael Sangaya** declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature: _____

Date: _____

©

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

ACKNOWLEDGEMENT

First of all I thank God for granting me good health to accomplish this task. He has given me both physical and mental health all the way through my academic journey. Much praise to the Lord.

Also I would like to extend my gratitude to my supervisor Dr George Mofulu of Mzumbe University, for the dramatic role he played in supervising me tirelessly throughout this work. Despite his heavy teaching load and coordinating a lot of activities at Mzumbe University, he has been close to me and absolutely helpful whenever I asked for his assistance.

I would also like to acknowledge who in one way or another have given support to me in accomplishing my research report. The heartfelt thanks should reach the Mzumbe University Dar es Salaam campus college staff and Management for their support during my study.

Finally I give special gratitude to my family Mr. and Mrs. Sangaya, my brother and my sisters for their assistance, tolerance and encouragement they extended to me throughout my study.

It is not possible to mention everyone here, but the few mentioned here are true representative of the others. May God bless all for the entire support.

ABBREVIATIONS

HRM.....Human Resources Management

SPSS.....Statistical Package for Social Sciences

ABSTRACT

The purpose of this study was assessing the impact of employee motivation toward improving employee's service delivery at Vodacom (t) limited. The study employed case study design with sample of 98 staff working with Vodacom was selected using simple random sampling and purposive sampling. The data were collected using interview and questionnaire and analysed using content analysis, descriptive statistics and regression analysis. The study revealed that employees salary, performance bonuses, loans with low interest rate, health insurance and end of year employees trip package have positive statistically significant relationship with staff always deliver services consistent with expectations of customers. The study found that employees salary, performance bonuses, loan with low interest rate and end of year employees trip package have positive statistically significant relationship with staff never receive complaints after serving customers while property loans (Car and land), low interest rate, health insurance and performance acknowledgement have positive statistically insignificant relationship with staff never receive complaints after serving customers.

The study found that management work close with staff and trust them in their daily operations, management should create succession plan for motivating employees in senior position, increasing wage and bonus of employees, giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organization, promote employees recognition and appreciation for their work done by rewarding them annually and promote employees recognition and appreciation for their work done by rewarding them annually as factors that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.

The study recommends that Vodacom Tanzania has to improve the employee's salary, performance bonuses, loan with low interest rate and end of year employee's trip package motivation in order to ensure that staffs always deliver services which are consistent with expectations of the customers and at the same time reduce amount of complaints received after serving customers.

TABLE OF CONTENTS

CERTIFICATION i
DECLARATION AND COPYRIGHT ii
ACKNOWLEDGEMENT iii
ABBREVIATIONS iv
ABSTRACT v
LIST OF TABLES x
LIST OF FIGURES xi

CHAPTER ONE 1
AN OVERVIEW OF THE STUDY 1
1.1 Introduction 1
1.2 Background Information 1
1.3 Statement of the Problem 3
1.4 Research Objectives 4
1.4.1 Main Objective 4
1.4.2 Specific Objectives 4
1.5 Research Questions 4
1.5.1 Main Research Question 4
1.5.2 Specific Questions 5
1.6 Significant of the Study 5
1.7 Scope of the study. 5
1.8 Limitation of the study 6
1.9 Organization of dissertation 6

CHAPTER TWO 7
LITERATURE REVIEW 7
2.1 Introduction 7
2.2 Definition of key concepts 7
2.3 Theoretical Review 8

2.3.1 Hierarchy of need theory 8
2.3.2 ERG Theory 9
2.3.3 Two Factor Theory 10
2.2.4 Importance of Motivation 10
2.2.5 Levels of Employee Motivation 11
2.2.6 Service delivery 12
2.2.7 Employees motivation and service delivery 13
2.3 Empirical Review 14
2.4 Research Gap 16
2.5 Conceptual Framework 16

CHAPTER THREE 18
RESEARCH METHODOLOGY 18
3.1 Introduction 18
3.2 Area of the Study 18
3.3 Research Design 19
3.5 Study Population 19
3.6 Sampling size and sampling procedures 20
3.6.1 Sample size 20
3.6.2 Sampling Procedures 21
3.7 Sample Frame 21
3.8 Data Collection Methods 22
3.8.1 Interviews 22
3.8.2 Questionnaires 22
3.9 Variables and Measurement 22
3.10 Data Analysis 24
3.11 Validity and reliability 24
3.12 Statistical Models 25
3.13 Ethical Issues 25

CHAPTER FOUR **26**
PRESENTATION OF FINDINGS **26**
4.1 Introduction 26
4.2 Demographic characteristics of participants 26
4.2.1 Sex of participants 26
4.2.2 Working experience with Vodacom Tanzania Limited 27
4.2.3 Education qualifications of participants 28
4.2.4 Marital status of participants 29
4.2.5 Awareness of participants on motivation packages 30
4.2.6 Correlation of Variables 31
4.3 Research findings accordance to objectives 34
4.3.1 The current types of employee motivational package used by Vodacom 34
4.3.1.1 Employee's salary 34
4.3.1.2 Performance bonuses 35
4.3.1.3 Loans with low interest rates 36
4.3.1.4 Property loans (Car and land) 37
4.3.1.5 Performance acknowledgement 38
4.3.1.6 Health insurance 39
4.3.1.7 End of the year employee's trip packages 40
4.3.2 Factors that need to be taken into account to improve employee's 43
4.3.2.1 Management works close with staff and trust them in their daily 43
4.3.2.2 Management should create succession plan for motivating employees 44
4.3.2.3 Increasing wage and bonus of employees 45
4.3.2.4 Giving opportunity for staff to buy shares of the company so that they 46
4.3.2.5 Facilitate regular training and development in order to promote quality 47
4.3.2.6 Promote employee's recognition and appreciation for their work done 49
4.3.3 The impact of employee motivational packages on employee's service 51
4.3.3.1: The impact of employee motivational packages on staff delivery 52
4.3.3.2: The impact of employee motivational packages on staff never receive 55

CHAPTER FIVE **60**
DISCUSSION OF FINDINGS **60**
5.1 Introduction 60
5.2 The current types of employee motivational package used by Vodacom 60
5.3 Factors that need to be taken into account to improve employee's 62
5.4 The impact of employee motivational packages on employee's service 63

CHAPTER SIX **66**
SUMMARY CONCLUSION AND RECOMMENDATIONS **66**
6.1 Summary 66
6.2 Conclusion 68
6.3 Recommendations 69
REFERENCES **70**
APPENDENCES **76**

LIST OF TABLES

Table 3. 1: Variables and Measurement 23
Table 4. 1: Correlation output 33
Table 4. 2: Employee's salary 35
Table 4. 3: Performance bonuses 36
Table 4. 4: Loans with low interest rates 37
Table 4. 5: Property loans (Car and land) 38
Table 4. 6: Performance acknowledgement 39
Table 4. 7: Health insurance 40
Table 4. 8: End of the year employee's trip packages 41
Table 4. 9: Management works close with staff and trust them in their daily 44
Table 4. 10: Management should create succession plan for motivating 45
Table 4. 11: Increasing wage and bonus of employees 46
Table 4. 12: Giving opportunity for staff to buy shares of the company 47
Table 4. 13: Facilitate regular training and development in order to promote 48
Table 4. 14: Promote employees recognition and appreciation for their work 50
Table 4. 15: Model Summary 53
Table 4. 16: Result of Analysis of Variance 53
Table 4. 17: Result of Regression Analysis 54
Table 4. 18: Model Summary 57
Table 4. 19: Result of Variance Analysis 57
Table 4. 20: Result of Regression Analysis 58

LIST OF FIGURES

Figure 2. 1: Maslow's Hierarchy of Needs 8
Figure 2. 2: Conceptual Framework..... 17
Figure 4. 1: Participants distribution by sex categories 27
Figure 4. 2: Participants working experience with Vodacom Tanzania 28
Figure 4. 3: Participants education qualifications..... 29
Figure 4. 4: Participants marital status..... 30
Figure 4. 5: Participants awareness on motivation packages..... 31

CHAPTER ONE

AN OVERVIEW OF THE STUDY

1.1 Introduction

The concept of employee motivation has been considered more important for human resources management system not only developed countries but all developing and developed nation (Frey & Osterloh, 2002). The human resources who are well motivated in their work place have higher probability to promote quality and better services delivery to customers. Employees who are well satisfied with motivation effort taken by an organization tend to have major impact on satisfying customers in the market. Despite there some scholars who have conducted studies on impact of motivation on employee's performance and roles of motivation on staff retention but no study has been conducted on employee motivation toward improving employee's service delivery. Therefore, this study will be conducted to evaluate the impact of employee motivation toward improving employee's service delivery. This chapter therefore introduces the study through an overview of the study. The chapter will involve introduction, background information related to study problem, statement of the problem, research objectives and questions, significant of the study, limitation and delimitation of the study and organization of the dissertation.

1.2 Background Information

The wealth of an organization is direct proportion with human resources. Managing human resources plays significant roles on facilitating an effective delivery of services to the customers. According to Mayfield, Mayfield, and Kopf (1998) argued that human resource has different functions to perform among of it is setting promotion strategies and programs for human resources. The workers who are well motivated tend to be more productive than human resources who are not highly motivated (Frey and Osterloh, 2012). The organisation needs to understand the influence of motivation on service delivery as well as performance. It seems obvious

that companies need motivated employees and without any doubts motivation is an important aspect of HRM (Mayfield, Mayfield, & Kopf, 1998).
However, because of a complex nature of human behavior, it is not easy to understand how to motivate employees so that they can achieve maximum quality service delivery (Mayfield, Mayfield, & Kopf, 1998).

There are different motivation schemes scholars have pointed out but some are considered motivation package that does not influence performance in service delivery. According to Armstrong (2003) argued that although, some of research suggested that money is not as potent as it seemed to be, many companies tried to implement monetary incentives as their main tool to motivate employees toward service delivery. Quality service delivery related pay became the new song that was used undeniably by plenty of companies (Frey & Osterloh, 2002). The literature on a subject of motivation shows that there are several other ways to motivate employees for promoting service delivery.

Some authors (Oldham & Hackman, 2010; Lawler, 2005) indicate that employees motivation is directly related with job design and plays a significant role in facilitating better service delivery among employees for an organization while others such as Mayfield, Mayfield, & Kopf, (1998) suggest that motivation programs goes together with leadership and focus of leaders toward service delivery.
Scholars such as Luthans & Stajkovic, (2000); Armstrong & Murlis, (2004) argued that motivation has positive impact on service delivery to the customers among employees.

According to Kinnear and Sutherland, (2000) argued that well motivated workers are likely to work hard to satisfy customers in service delivery. The personnel engaged in telecom industry must be motivated in order to get the best output of service delivery. Many managers in different telecom industry believe that the key to improve service delivery depend on motivation rather than ability. Bateman and Snell (1996), contend that motivation is the force that energizes, direct and sustains a

person's effort towards improving service delivery among employees. A person who is motivated enough will always work hard to achieve organisational goals, given their capabilities and enough understanding towards the job.

Therefore, the major task is, understanding the effect of motivation on service delivery in telecom industry by many organisations. According to Armstrong (2003) argued that motivation tend to have a significant impact on employees performance but there is no scholar who has critically analysed effect of motivation on service delivery. This study intends to assess the impact of employee motivation toward improving employee's service delivery, a case of Vodacom (T) Limited.

1.3 Statement of the Problem

The quality service delivery has been the focus of intensive research effort in recent times (Al-Aamri, 2010). How well an organization motivates its workers in order to achieve their mission and vision is of paramount concern. Employees in both public and private sector organization are becoming increasingly aware that motivation is means of promoting service delivery to customers (Petcharak, 2002). From the foregoing, and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges related on improving service delivery to meet the customer expectations.

According Kinnear and Sutherland, (2000) the liberalization of the telecom industry has therefore engendered fierce competition in the sector. According to Michael Porters five forces strategy model, free entry and exit of new firms into a competitive industry or market comes with its associated opportunities and treats (Khan et al, 2010). Therefore the liberation of the telecom industry comes with it opportunities and threats that require organization to achieve customer satisfactions through improving service delivery. According to Khan et al (2010) human resource challenges and threats associated with volatile loyalty and commitment and potential defective morale creates a desire to know effect of motivation on credibility of improving service delivery to customers.

There is growing questions among many managers concerning motivation and improvement of service delivery. The question is that what is the impact of motivation on service delivery in telecom industry in Tanzania? Some scholars such as Ifinedo (2003) conducted a study on relationship of employee motivation and job satisfaction, Khan et al (2010) conducted study on comparative analysis of the factors determining motivational level of employees, Khan et al (2010) conducted a study on relationship between rewards and employee motivation and others. There are insufficient studies that have been conducted to assess the impact of employee motivation on service delivery particularly in telecom industry in Tanzania. This has created a research gap that call for study to be conducted in Tanzania. This study will be conducted to evaluate impact of employee motivation toward improving employee's service delivery, a case of Vodacom (T) Limited.

1.4 Research Objectives

1.4.1 Main Objective

The main research objective was assessing the impact of employee motivation toward improving employee's service delivery, a case of Vodacom (T) Limited

1.4.2 Specific Objectives

1. To identify current types of employee motivational package used by Vodacom Tanzania to motivate employees.
2. To find out factors that need to be taken into account to improve employee motivation as stimulus for quality service delivery.
3. To determine the impact of employee motivational packages on employee's service delivery performance.

1.5 Research Questions

1.5.1 Main Research Question

The main research question was what was the impact of employee motivation toward improving employee's service delivery, a case of Vodacom (T) Limited?

1.5.2 Specific Questions

1. What are the current types of employee motivational package used by Vodacom Tanzania to motivate employees?
2. What are factors that need to be taken into account to improve employee motivation as stimulus for quality service delivery?
3. What are the impacts of employee motivational packages on employee's service delivery performance?

1.6 Significant of the Study

The study was important in different ways. It had revealed the motivation packages that increase employee performance in service delivery; and management can strategically increase the human resource potentials of the organization to the fullest in the core of the new entrants.

The discoveries of the study provides crucial information to policy makers and human resource managers of telecom industry to either consolidate or re-think ways of motivating employees in order to improve service delivery.

The discoveries of the study contribute to the existing body of knowledge which concerns motivation and improvement of service delivery to the customers which remain very important for survival of organisations. The findings of this study add stock of knowledge on relationship between motivation package used by Vodacom in Tanzania and performance in service delivery that can be used as reference materials for further academic purposes.

1.7 Scope of the study.

The study was conducted at Vodacom Tanzania Limited head Office at Mlimani City. The study has focused on assessing current types of employee motivational package used by Vodacom Tanzania to motivate employees, impacts of employee

motivational packages on employee's service delivery performance, factors that need to be taken to improve employee motivation as stimulus for quality service delivery.

1.8 Limitation of the study

The study faced some limitation related with design and areas of the study. The study used single case study which is Vodacom Tanzania Limited in the telecom industry which is dominated with five companies which are Tigo, Vodacom, Airtel, Zantel and Easy mobile company. Therefore, the study was limited to only Vodacom Tanzania Limited and not others. To address the problem the study was not to generalise the findings instead it considered and concluded based on Vodacom Limited Tanzania.

1.9 Organization of dissertation

The study was organised into six chapters. Each chapter has its issues differentiating to each other. Chapter one was based on introducing the research problem, chapter two explained literature review adopted in the study, chapter three described research methodology adopted, chapter four presented the result obtained in this study, chapter five discussed the findings obtained in relation to theoretical and empirical literature and chapter six provided a summary, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review on theoretical and empirical literatures related on the subject matter. The relevant literatures that will be reviewed under this chapter are those dealing with motivation and service delivery in telecom industry. The levels of employee motivation and its relation with service delivery will be analysed. The empirical literature will be reviewed. The research gap in accordance with empirical study will be presented from this study. The conceptual framework that captures the relationship between variables will also be presented in this chapter.

2.2 Definition of key concepts

Rajput (2011) defined motivation as the individual's desire to demonstrate behavior and reflect willingness to expend effort. Golembiewski (1973) defined motivation as the degree of readiness of an organisation to pursue some designated goal and implies the determination of the nature and locus of the forces inducing the degree of readiness. Kelly (1974) says motivation has to do with the forces that maintain and alter the direction, quality and intensity of behavior. According to Hoy and Miskel (1987), employee motivation is the complex forces, drivers, needs, tension states, or other mechanisms that start and maintain voluntary activity directed towards the achievement of personal goals.

In short, Dessler (2001) defines motivation as the intensity of a person's desire to engage in some activity. From the above definitions some issues are brought to mind that deal with what starts and energises human behavior, how those forces are directed and sustained as well as the outcomes they bring about (performance). The level of these drives, energies, and abilities can influence how an employee performs at Vodacom Tanzania Limited.

According to Butkus& Green (1999) considered motivation is derived from the word motivate implying to move, push or persuade to act for satisfying a need. Baron (1983), defined motivation as a set of process concerned with a kind of force that energises behavior and directs it towards achieving some specific goals. Many writers have expressed motivation as a goal directed behavior.

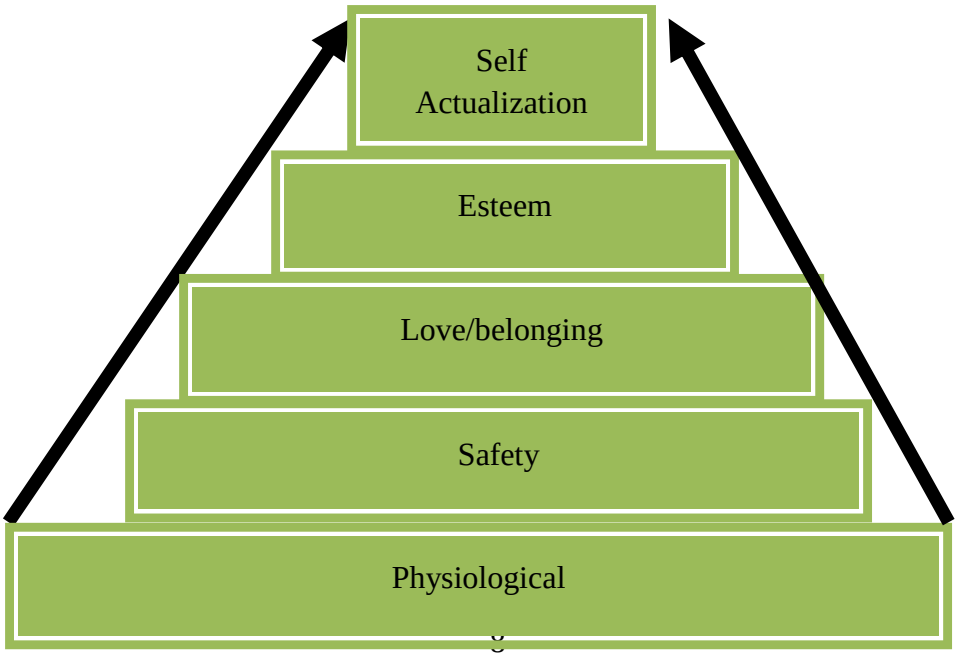
Motivation refers to the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior. He added that motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), toward a particular goal or direction (Mullins, 2006).

2.3 Theoretical Review

2.3.1 Hierarchy of need theory

The theory identified different level of needs that motivate employees toward their work and performance. The theory identifies five levels of human needs which contribute to employee's motivation and performance. These needs are physiological, safety, social, esteem, and self- actualization. Lower level needs must be satisfied first before the next higher level need as demonstrated through figure 2.1

Figure 2. 1: Maslow's Hierarchy of Needs



The organisation contributes in satisfaction of its employees various needs. The theory assumed that staffs are satisfied with physiological needs The theory concludes that physiological needs based on social and economic motivation packages. The theory consider that satisfaction on work is relative important for hard working. Despite the theory has demonstrated there is hierarch in need and when one need is satisfied then another need comes. The theory has been criticised for its weakness of demonstrating the needs that comes parallel to each other and they need to be satisfied simultaneously without hierarch levels. The theory also it has been criticised for its weakness to demonstrate that when one need is satisfied the other need comes even at actualization other needs will emerge. Human needs are endless but means of satisfying them are limited therefore a plan has to be made for motivating employees.

2.3.2 ERG Theory

ERG theory, developed by Clayton Alderfer, is a modification of Maslow's hierarchy of needs. Alderfer had suggested that basic human needs may be grouped fewer than three categories, existence, relatedness, and growth. The number of years employees stays in an organisation the more its needs keep on changing and this theory recognizes the multiple needs that may be driving employees at a given point to understand their behaviour so that management can properly motivate them. Despite the theory has made modification to Maslow's hierarchy of need but it has been criticised for its ability to take account motivation which can be associated not only with satisfying the need of employees but also employees delivering what they supposed to deliver in order to facilitate growth of an organisation. Satisfying the need is two way traffic in which both the organisation and employees have to satisfy the needs of each other. The only link this theory offers for this study is that needs that satisfy employees change from time to time and that it is relevant to assess how different motivation packages which exist in an organisation contribute to employee's satisfaction and promote employees and organisation performance.

2.3.3 Two Factor Theory

Herzberg, Mausner and Snyderman's (1959), two-factor theory is heavily based on need fulfillment because of their interest in how best to satisfy workers. They carried out several studies to explore those things that cause workers in white-collar jobs to be satisfied and dissatisfied. They classified Hygiene Factors as dissatisfied and motivating factors as satisfied. The hygiene factors are company policy and administration, health insurance, technical supervision, salary, bonus, loan, interpersonal relationship with supervisors and work conditions; they are associated with job content. The motivating factors are those factors that make workers work harder and classified them as follows: achievements, recognition, performance acknowledgement, work itself, responsibility and advancement. The theory has been criticised based that dissatisfying factors also assumes an important part in motivating the employees to perform much better by management understanding what makes employees perform better and develop strategies to promote employees motivation and performance. The value of this theory is that it gives chance on understanding how employees of Vodacom Tanzania Limited are getting motivational packages and if such motivation packages contribute to organisation and employees performance.

2.2.4 Importance of Motivation

The individual achievements and organisational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts towards the achievements of organisational objectives to meet with their personal goals.

Roberts (2005),reported that the manager’s job is to ensure the work done through employees are satisfied and the employees are self-motivated towards their work rather than just being directed. The manager’s involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard. The major issue in all services organisations is the motivation of employees whether they are skilled or unskilled or professionals.

Employee motivation is also a major issue for the telecom industry. It is a today's challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect so far. The employees‟ motivation, their enthusiastic and energetic behavior towards task fulfillment play key role in successes of an organisation to benefit (Cheng, 1995).

According to Petcharak (2002), one of the functions of human resource manager is related to ensure employees workplace motivation. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organisation is the goal for the services manager is to develop motivated employees and encourage their morale regarding their respective works.

The employee work morale, such as supervisors, peers, organisation, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy. Workplace dissatisfaction often leads organisation and its employee's poor performance.

2.2.5 Levels of Employee Motivation

According to research conducted by Mosley, Megginson, and Pietri (2001), there are three levels of employee's motivation. (1) The direction of an employee's behavior. It relates to those behaviors' which the Individuals choose to perform. (2) The level of effort. It refers to how hard the individual is willing to work on the behavior. (3) The level of persistence. It refers to the individual's readiness to behave despite barriers.

Daschler and Ninemeier (1989), conducted research and investigated what employees may seek from the work environment. Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employee's motivation. Employees are individuals that come from different backgrounds, they have different education with different experiences and their different family classes are all the factors in which their needs be located.

The primary interest of employees is to satisfy their personal needs, ambitions, desires and goals. An employee wants to satisfy its basic needs, linked to survival and security concerns and desire to belong, to generate positive feelings from within and from others, and to be self-fulfilled. Most employees want (a) fair and consistent company policies in matters affecting them; (b) management they can respect and trust; (c) adequate working relationships with managers and co-workers; (d) acceptable salaries and working environment; (e) appropriate job security assurance; (f) favorable job status (Gabbot, 2006).

2.2.6 Service delivery

The service delivery is related with rendering services that customers need. The organization such as Vodacom renders various mobile communication services to its customers. The service delivery is done by employees who are employed by an organization and for the case of this study is Vodacom Tanzania Limited. The service delivery is associated service delivery process.

To understand the service process it is wise to differentiate it into two words. Firstly, the word service here in business terms simply refers to work done by an employee or group of employees that benefits both contractual parties (i.e. receiver and giver). Services have certain unique characteristics which tend to differentiate from other goods, the most common of them being intangibility, inseparability, perishability and variability (Zeithmal et al 2000).

Almost all organizations irrespective of their area of concentration either in the service or manufacturing sector to some extent rely on telephone encounters with customers in making further enquiries and taking orders. The ascertainment of quality in phone encounters maybe different from remote encounters due to the fact that in the case of the latter there might be greater potential variability in the interaction. Tone of voice, employee knowledge, and effectiveness or efficiency in managing customer issues becomes an important criterion for ascertaining quality in phone encounters (Valaries, et al 2009).

Face to face encounters tends to occur through customers having direct contact with employees of the organisation. The determination and understanding of issues concerning quality in such an encounter is very complex. Despite this, verbal and nonverbal behavior of both customers and employees becomes an important determinant of quality assessment. Other tools such as the employee's way of dressing and other symbols of service, for example equipment, informational brochures, physical setting, business location and environment, can also be used in the determination of quality (Valaries, et al 2009).

2.2.7 Employees motivation and service delivery

The employee's motivation and improvement of service delivery to customers has been an important concern among researchers. Pugh (2001) points out that employee motivation lead to organizational outcomes such as improving service delivery and organization performance. In consistent manner, Service delivery Chain proposed by Heskett(1994)support positive link between employee motivation and improvement of service delivery to satisfy the customers. Employee motivation is critical to achieve firm's success in service delivery. Several scholars have noted that there is a positive and significant relationship between employee's motivation and delivery of service that satisfy customers (Pugh, 2001; Dabholkar, 2008).

Hung, Huang, and Chen (2003), stated that the greatest challenge for today's service industry such as Vodacom Tanzania Limited is ability to measure employee's motivation and their ability to improve service delivery. The improvement of service delivery leads to customer satisfaction. The employees who are well motivated they are likely to add extra effort to deliver services at the highest level of expectations. Homburg and Stock (2004) noted that there is a direct impact on the relationship between employee's motivation and quality delivery of services. An employee who is highly motivated at work place tends to perform his or her duty to the highest level of his/her ability as the result improves service delivery (Prayukvong et *al*, 2007).

Brown and Lam, (2008) found a positive relationship exists between employee motivation at work place and customer satisfaction in service delivery. The employee motivation has a positive influence toward improving service delivery as the result contributes to customer satisfaction. Customer perceived service quality completely intercedes between employee motivation and customer satisfaction.

2.3 Empirical Review

The empirical study conducted by Wanyama (2010), notes that employee productivity depends on the amount of time an individual is physically present at a job and also the degree to which he or she is "mentally present" or efficiently functioning while present at a job. Companies must address both of these issues in order to maintain high worker productivity, and this may occur through a variety of strategies that focus on employee satisfaction, health, and morale. Highly satisfied groups of employees often exhibit above-average levels of the following characteristics: customer loyalty (56%), productivity (50%), employee retention (50%), safety records (50%), and profitability (33%).

The practice of maintaining a collegial, flexible workplace is associated with the second-largest increase in shareholder value (nine percent), suggesting that employee satisfaction is directly related to financial gain. Human resources practices like employee satisfaction, motivation, and punctuality lead to positive financial outcomes. Therefore, for organisations to achieve high performance, the interests of customers and employees should be taken into account like satisfaction, motivation, product, and quality and manpower competence.

Frimpong and Fan (2009), defines performance management as the process through which managers ensure those employees activities and outputs are congruent with the organisations goal. Therefore it is the organisation's prime concern to ensure that motivational tools which promotes initiative and stimulates efforts from the employees are prepared for a better performance and deliverance of quality service.

Motivation refers to the forces which are either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action.
Employee motivation affects productivity, and part of a manager's job is to channel motivation towards the accomplishment of both personal and organisational goals. They conclude that Motivation and motivational factors have a positive effect on team performance within the organisation.

The study conducted by Khan et al. (2010) analyzed the role reward plays in motivating employees of commercial banks of Kohat, Pakistan. They specifically analyzed the variance explained by predictor variables (payment, promotion, benefits and recognition) in criterion variable (employee motivation). They note that commercial banks play important role in worldwide economy and their employees are the best sources of delivering good services to their customers. Excellent services provided and offered by employees can create a positive perception and ever-lasting image in the eyes of bank's customers.

The individual motivation of a commercial bank employee plays a major role in achieving high-level satisfaction among its customers. With increase in the growth of the service industry, the commercial banks at present struggle for retaining employees possessing the capabilities of quality service. Satisfaction of bank customers depends on the quality of services and the way commercial banks employees render these services to their customers.

The study conducted by Al-Aamri (2010), he examined employee motivation in private organisation, with the view to identify the factors that promote positive motivational behavior among employees. He argues that business all over the world today is very challenging. Internal and external operating environmental factors continue to challenge corporate performance and revenue growth. To stay profitable in the highly challenging and competitive global market economy, all the factors of production-men, machine and materials–should be wisely managed. Among the factors of production, human resource constitutes the biggest challenge because

unlike other inputs employee management calls for skilful handling of thoughts, feelings and emotions to secure highest productivity.

2.4 Research Gap

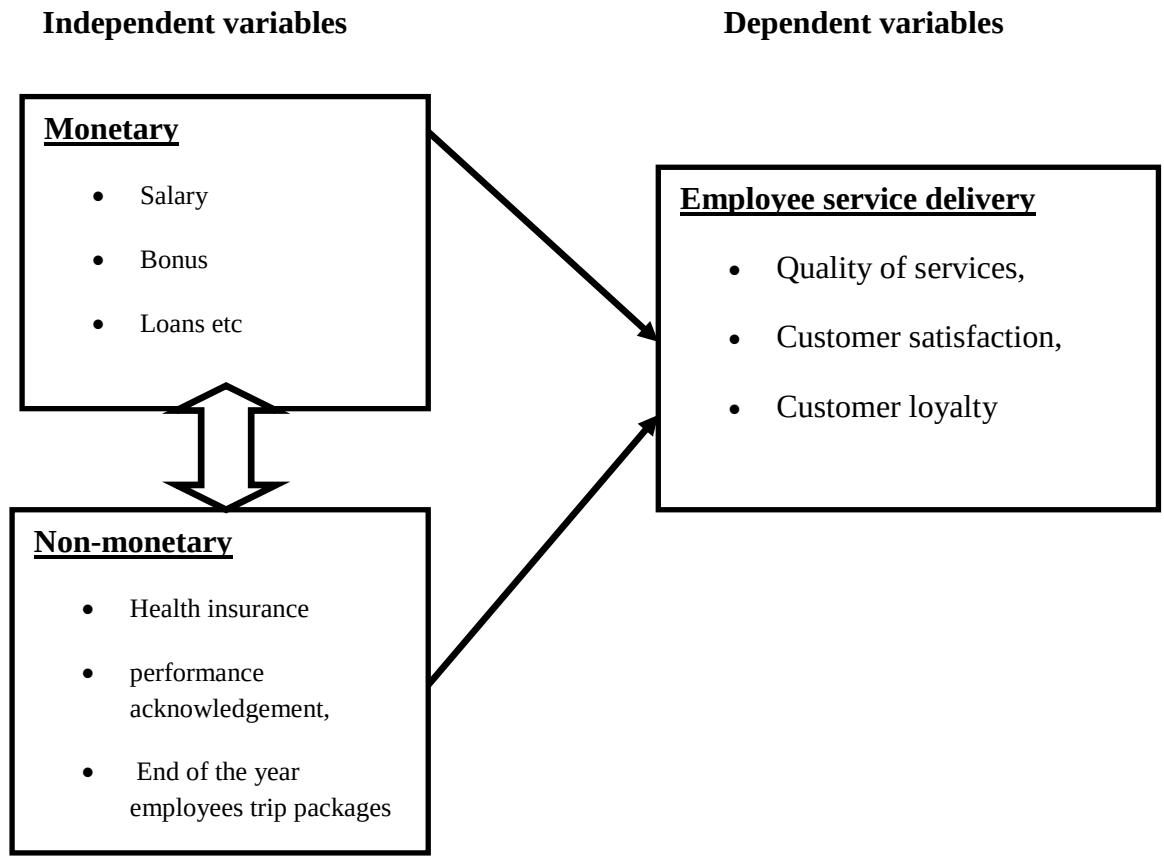
Various researchers from different areas have tried to conduct research associated with identifying factors that promote positives motivational behavior among employees (Al-Aamri, 2010), role reward plays in motivating employees performance of commercial banks (Khan et al, 2010), relationship between office design and productivity using subjective productivity measurement method (Hameed *et al*, 2009) and Wanyama (2010) influence of employees productivity. Various motivation theories have indicated they way employees motivation promote organisation productivity and employee performance. The theoretical reviews have left a gap of knowing actually the empirical finding on the roles played by employee motivation on its ability to improve service delivery.

Despite many studies which concern motivation versus service delivery has been done in different areas but they differ in their methodology that is why there is no consistence finding among researchers on how employee's motivation leads to improvement of service delivery. This study intends to cover uncovered knowledge of assessing the impact of employee motivation toward improving employee's service delivery.

2.5 Conceptual Framework

The conceptual framework from this study indicated the relationship of independent variables and dependent variable and also indicated the kind of data the researcher expected to collect from the field. Independent variable monetary (salary, bonus, incentives, salary raise, loans with low interest rates) and its non monetary (performance acknowledgement, health insurance, end of the year employees trip packages). The dependent variable improvement of service delivery (quality of services, customer satisfaction, customer responsiveness loyalty)

Figure 2. 2: Conceptual Framework



Source: Adopted from Herzberg, Mausner and Snyderman's (1959)

The conceptual framework in this study originated from the Herzberg, Mausner and Snyderman's (1959), two-factor theory which indicated that hygiene factors is classified into dissatisfied and motivating factors which motivate employees and contributes to the improvement in services delivery and employees performance. Among of hygiene factors includes health insurance, technical supervision, salary, bonus, loan, interpersonal relationship with supervisors which motivate employees toward service delivery. On the other hand motivating factors such as performance acknowledgement, responsibility and advancement has roles toward motivating employees toward service delivery.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This study investigated the impact of employee motivation toward improving employee's service delivery. To ensure the research is conducted systematically and scientifically to address the research problem, this chapter based on demonstrating research methodology that was adopted. Kothari (2004) considered research methodology as systematic process and procedures that are adopted by researchers to address research problem. Therefore, this chapter demonstrated process and procedures such as defining the study area, demonstrating the study design/research type, illustrating the research approaches that will be adopted, describing study population and sampling process that was adopted, analysing data collection process and data analysis, demonstrating validity and reliability and finally complete with ethical considerations.

3.2 Area of the Study

The study area was at Vodacom Tanzania Limited located at *1st* Floor, Building No. 2. Mlimani City Office Park Mlimani City Sam Nujoma. Vodacom Tanzania Limited operates GSM cellular network and provides public land mobile network services for individuals and enterprises in the United Republic of Tanzania. It offers voice, data, leased lines, PABX connectivity, international connectivity, WiMAX solutions, remote communication solutions over satellite and banking solutions. The company also provides managed hosted services that include hosting and storage, backup and disaster recovery services; and security services, which include perimeter firewalls, email and Web content filtering, and anti-virus and anti-spam solutions. In addition, it offers Vodacom M-Pesa. The study focused on assessing impact of employee motivation toward improving service delivery to their customers.

3.3 Research Design

The research design is the overall strategy that is adopted by the researcher that integrates logical and coherent procedure scientifically in order to accomplish the study. Despite there are several types of research design such as descriptive design, scientific design, exploratory design, explanatory design, historical design and casual design but each study do employ specific design. Therefore, the study adopted a case study design to investigate the impact of employee motivation toward improving employee's service delivery. In this study Vodacom Tanzania Limited was a case for the study. It focused on investigating how motivation for Vodacom Tanzania Limited employees has an impact of facilitating improving service delivery.

A case study deals with technically distinctive situation, relies on multiple sources of evidence, and benefits from prior development of theoretical prepositions to guide data collection and analysis. Case study research, moreover, can accommodate both qualitative and quantitative data (Yin, 2003; Gerring, 2007), allowing the researcher to get a rich mix of data for the study. As the case study allows adoption of both qualitative and quantitative research approaches, this study also adopted it. Qualitative approach to research is based on assessing attitudes, opinions and behavior of respondents. The aim is to get insights and impressions related to the study problem. The quantitative approach involved generation of data in quantitative form which will allow quantitative analysis.

3.5 Study Population

The Vodacom Tanzania limited has 256 branches in Tanzania. All these branches have 5,680 staff employed in different section. Therefore the population of this study was 256 branches with 5,680 staffs. The study used staffs as study population because they are the one who gets motivation from the Vodacom Tanzania Limited and they are the one who provide services to customers. Therefore it was very easy for them to tell if motivation leads to improvement of service delivery or not.

3.6 Sampling size and sampling procedures

3.6.1 Sample size

The sample is derived from the targeted study population. According to Kothari (2004) argued that a sample size is obtained by specific formula depending on the nature of targeted population. In this study sample size will involve number of branches to be studied and specific population from the targeted staff working with Vodacom Tanzania. The study used definite formula in calculating the sample size.

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

Where

n = Sample size

N = Targeted study population (256)

e = Level of precision (0.5)

$$\text{Thus } n = \frac{256}{1+256(0.5*0.5)}$$

$$n = \frac{156}{65}$$

$$n = 3.938462$$

Therefore the sample size was 4 braches operating in Dar es Salaam. The sample size for the specific staff to be used will be calculated as follows:-

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

Where

n = Sample size

N = Targeted study population (5,680)

e = Level of precision (0.1)

$$\text{Thus } n = \frac{5,680}{}$$

$$n = \frac{1+5,680(0.1*0.1)}{57.8}$$

n = 98.2699

Thus the sample size for the staff used in this study was 98 staff working with Vodacom among four branches in Dar es Salaam.

3.6.2 Sampling Procedures

The study used both purposive and simple random sampling procedures. The purposive sampling procedure was used to select head of department or sections at Vodacom Tanzania Limited. Purposive sample often determined on the basis of theoretical saturation (the point in data collection when new data no longer bring additional insights to the research questions).

Purposive sampling is therefore most successful when data review and analysis are done in conjunction with data collection. The purposive sampling technique essentially is dependent upon the skill of the researcher to identify and find specific participants. The head of department and senior staff was selected based on virtual of their positions.

The study used simple random sampling technique to select junior staff at Vodacom Tanzania Limited. Thompson, (2012) Simple random sampling is a sampling design in which distinct items are selected from the n items in the population in such a way that every possible combination of k items is equally likely to be the sample selected.

3.7 Sample Frame

The sample frame involved the staff working at Vodacom Tanzania. The staffs who were working in human resources, customer care, Vodacom shops and operation management were the sample frame used in this study. The sample frame was selected because they are directly involved providing service direct to the customers.

3.8 Data Collection Methods

This study used primary data to investigate the impact of employee motivation toward improving employee's service delivery. The primary data will be collected through questionnaire and interviews.

3.8.1 Interviews

Interview is a research tool for data collection that involves the collection of data through direct verbal interaction between researcher and respondents. The interview method was used because the choice of the study method depends on the purpose of the study and the research questions under study (Seidman, 1991). The researcher chose this method because it provides rich data, offer the opportunity to establish rapport with the interviewees and help to examine and understand complex issues. The researcher expect to interview head of department and senior staff of Vodacom Tanzania Limited.

3.8.2 Questionnaires

A questionnaire is a formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives (Sekaran, 2006).The researcher will use questionnaires to collect data for assessing the impact of employee motivation toward improving employee's service delivery. The questionnaire was designed in order answer the intended research questions, thus achieve goals of the research. The researcher used simple and likert scale questionnaires to assess the impact of employee motivation toward improving employee's service delivery. The questionnaire was administered to junior staff at Vodacom Tanzania Limited.

3.9 Variables and Measurement

The table below summarise variable and their measurement and the nature of scale that was used in this study.

Table 3. 1: Variables and Measurement

Variable	Nature of variable	Meaning of variable	Measurement	Scale of measurement of variable
Salary	Independent variable	The amount of wages employees receive from their work done at Vodacom	Wage rate or scale	Interval scale
Bonus	Independent variable	A total reward employees receive in relation to performance	The rate of bonus	Interval scale
Loans	Independent variable	The amount of loan employees gets	The nature of loan	Nominal scale
Health Insurance	Independent variable	Health security employees receive from health insurance organization	Benefits obtained from health insurance	Ordinal scale
Performance acknowledgement	Independent variable	The employer acknowledgement on the work performed by employees	Recognitions	Ordinal scale
End of year employees trip package	Independent variable	The amount of income employees receive through leave	Distance from working station to original home and number of dependant	Interval scale
Quality of services	Dependent variable	The quality in service delivery as defined by standard of service delivery	Timely service delivery	Ordinal scale
Customer satisfaction	Dependent Variable	The satisfaction delivered from	Difference between	Ordinal scale

		getting services	realization and customer expectation	
Customer loyalty	Dependent	The ability of customer continue with repetitive purchasing or accessing services	Repetitive use of services	Ordinal scale

Source: Researcher design, 2017

3.10 Data Analysis

The data related with current types of employees motivational package used by Vodacom Tanzania to motivate employees and factors that need to be taken into account to improve employees motivation as stimulus for quality service delivery was analysed using descriptive statistics frequency and descriptive statistics descriptive which helped to represent the data in terms of frequency, percent, mean and standard deviation.

The data related with determine the impact of employee's motivation packages on employee's service delivery performance was analysed regression analysis. This helped to justify significant impacts of employee's motivation packages on employee's service delivery performance.

3.11 Validity and reliability

The study considered the issue of validity and reliability very important in order to get the report that demonstrate what actually is happening in the field as far as the impact of employee motivation toward improving employee's service delivery. The researcher used triangulation approaches in data collection and data analysis in order to ensure validity and reliability. The triangulations approaches involve using more than one method not only in data collection but also in data analysis in order to ensure information gathered represent the true population.

3.12 Statistical Models

The objective three that stated impacts of employee's motivation packages on employee's service delivery performance was used to develop a statistical model that was used to taste the impacts of independent variables on dependent variables.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \ldots + \beta_n X_n + \mu$

Where:

Y= Dependent variable (Employees Service delivery performance)

X_1, X_2, $X_3 \ldots X_n$= Motivation packages which were salary, bonus, incentives, loans with low interest rates, performance acknowledgement, health insurance, end of the year employees trip packages used at Vodacom Plc

β_0= Constant

$\beta_1, \beta_2, \beta_3 \ldots \beta_n$ = Regression coefficient for motivation packages 1, 2, 3…n

3.13 Ethical Issues

This research will adhered to ethical issues in data collection and analysis as well as to confidential information provided by respondents and all actors involved in this study. The researcher tried his level best not to be biased during the construction of questionnaire in order to be able to get reliable and accurate data related to assess the impact of employees motivation toward improving employees service delivery.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents the findings. The findings presented in this chapter are categorised into two major parts. The part one presents the demographic profile and awareness on motivation packages and part two presents the findings accordance with research objectives. The specific objectives that are presented in this chapter are to identify current types of employee motivational package used by Vodacom Tanzania to motivate employees, to find out factors that need to be taken into account to improve employee motivation as stimulus for quality service delivery and to determine the impacts of employee motivational packages on employee's service delivery performance.

4.2 Demographic characteristics of participants

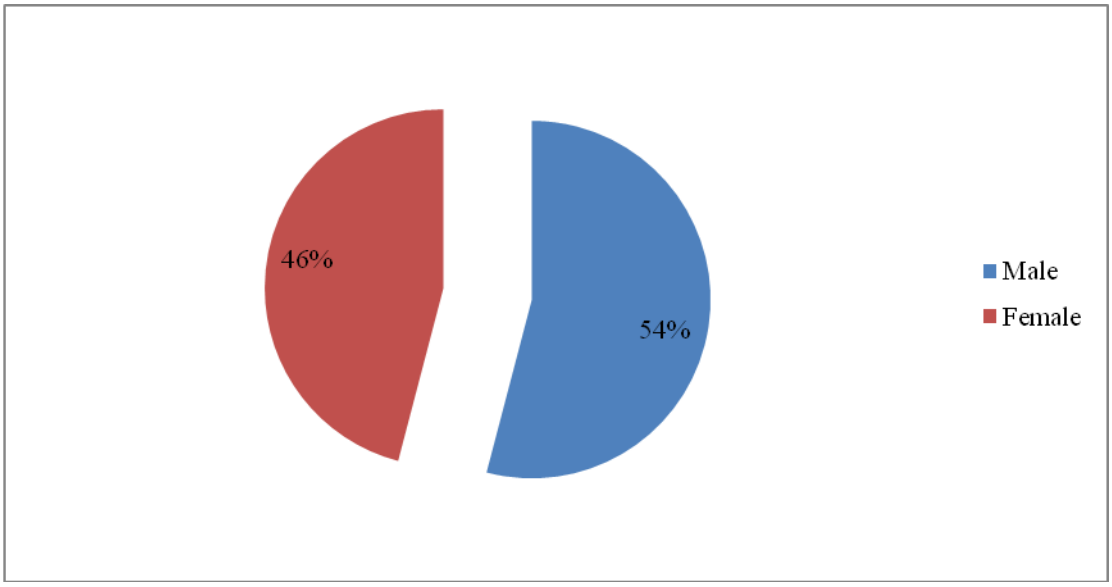
The demographic profile of participants presents the characteristics in terms of sex, working experience with Vodacom Tanzania Limited, education background of participants, marital status of participants and awareness of participants in terms of motivation packages.

4.2.1 Sex of participants

The sex of participants in this study was very important to be analysed because it reflect inclusion of both male and female in accessing the roles of motivation packages on customer satisfactions. People with different sex categories based on their responsibility in their families tend to have different views with perspective of motivation packages that provided by an organisations. The study found that 54% of participants were male and 46% of participants were female (see figure 4.1). The findings shows that there were uneven participants between male and female but both male and female participated in the study by evaluating the impact of

employee's motivation toward improving employees service delivery, a case of Vodacom (T) Limited.

Figure 4. 1: Participants distribution by sex categories



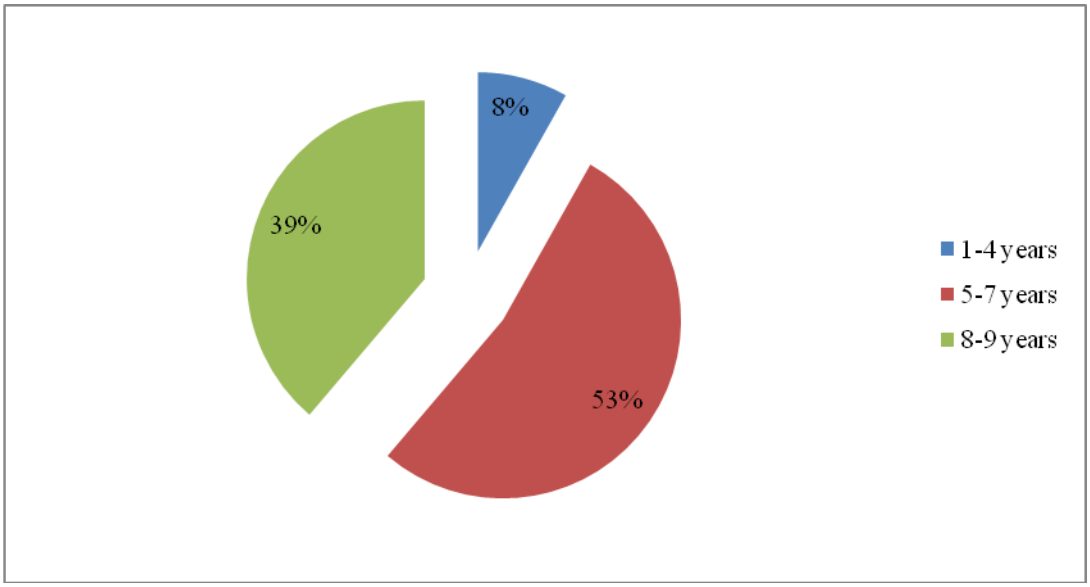
Source: Researcher Computations (2017)

4.2.2 Working experience with Vodacom Tanzania Limited

The working experiences of participants with Vodacom Tanzania Limited was assessed because it gives impression of understanding various motivation packages that Vodacom Tanzania Limited offers to staff and how does these motivation package contributes to delivery of services to the customers. It was assumed that people with higher experience understand properly the motivation package and its impacts on delivery of services to the customers. The study found that 53% of participants had working experience ranging from 5-7 years working with Vodacom Tanzania Limited, 39% had working experience ranging 8 to 9 years working with Vodacom Tanzania Limited and 8% of participants had working experience between 1-4 years working with Vodacom Tanzania Limited (see figure 4.2). The findings observed in this study imply that participants had enough working experiences with Vodacom Tanzania Limited that they understand motivation packages provided by Vodacom Tanzania Limited to them thus added value on evaluating the impact of

employee motivation toward improving employee's service delivery, a case of Vodacom (T) Limited.

Figure 4. 2: Participants working experience with Vodacom Tanzania



Source: Researcher Computations (2017)

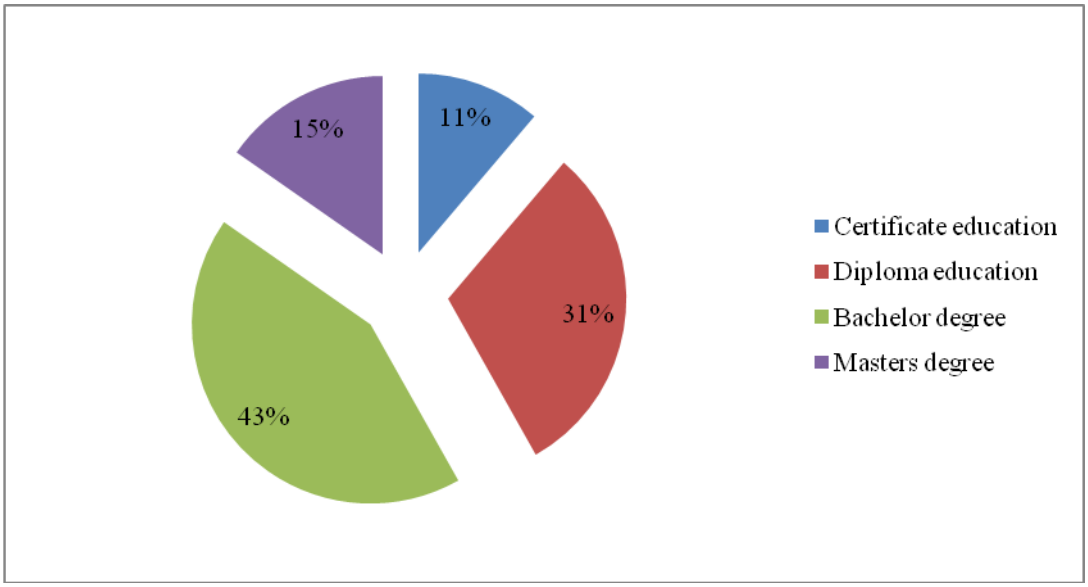
4.2.3 Education qualifications of participants

The education qualification of participants was assessed because it shows the highest quality of staff working with Vodacom Tanzania Limited in terms of their education status and the same time ability of the staff working with Vodacom Tanzania to understand issues related with motivation packages. It is argued that some motivation packages of employees varies according to the education qualification of participants and the manner to which employees satisfy with motivation packages depend upon the education background of staff in an organization.

The study found that 43% of participants had bachelor degree of education, 31% had Diploma education level, 15% of participants had master degree education level and 11% of participants had certificate education level (see figure 4.3). The findings observed in this study imply that participants had formal education level ranging from certificate level to masters level and the same time the participant education

level was satisfactory enough for them evaluating the impact of employee motivation toward improving employee's service delivery, a case of Vodacom (T) Limited.

Figure 4. 3: Participants education qualifications



Source: Researcher Computations (2017)

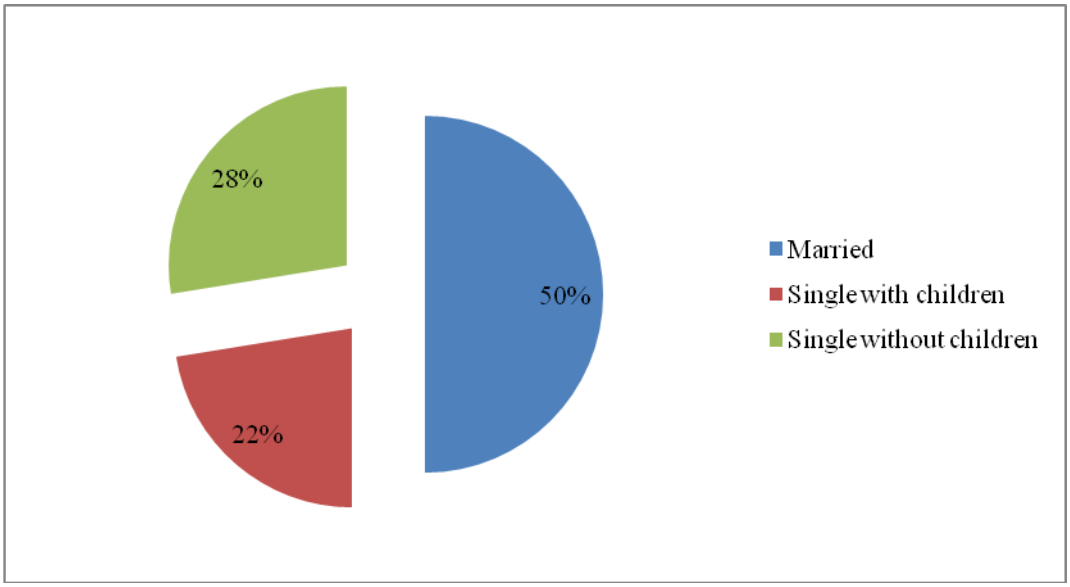
4.2.4 Marital status of participants

The Marital status of participants was assessed because it shows responsibility of participants in their family level that have significant impact on satisfaction with motivation packages among employees. It is argued that married couples with children tend to have higher responsibility compared to a single worker thus their levels of satisfaction with motivation package are likely to be different. Therefore, the manner to which workers with different marital status can evaluate the roles of motivation package and service delivery can be different thus involving it in this study had significant impacts to get the true answers of staff with different marital status.

The study found that 50% of participants were married, 28% of participants were single without children and 22% of participants single with children (see figure 4.4). The findings observed in this study imply that participants had different marital

status that was very important in evaluating the impact of employee motivation toward improving employee's service delivery, a case of Vodacom (T) Limited.

Figure 4. 4: Participants marital status



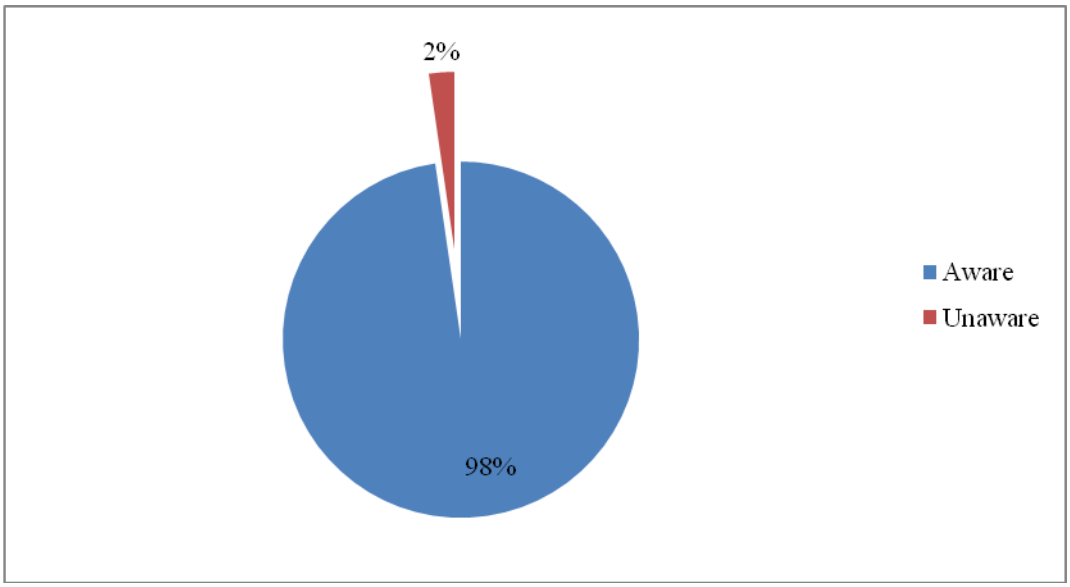
Source: Researcher Computations (2017)

4.2.5 Awareness of participants on motivation packages

The awareness of participants on motivation packages was assessed because it shows participants understand the value of motivation package in relation with delivery of services at Vodacom Tanzania Limited. The participants who are aware on a particular issue they are able to demonstrate its roles and impacts on services delivery compared to those who are unaware.

The study found that 98% of participants were aware on motivation packages that are provided with Vodacom Tanzania Limited while only 2% of participants were unaware on motivation packages (see figure 4.5). The findings observed in this study imply that majority of participants (98%) were aware on motivation packages provided by Vodacom Tanzania Limited that added important values in evaluating the impact of employees motivation toward improving employees service delivery, a case of Vodacom (T) Limited.

Figure 4. 5: Participants awareness on motivation packages



Source: Researcher Computations (2017)

4.2.6 Correlation of Variables

The finding shows that the spearman correlation coefficient between employees salary and staff always deliver services consistent with expectations of customers are 0.277 and its p-value are 0.021 implying there is positive and weak relationship between employee salary and staffs always deliver services consistent with expectations of customers.

The finding shows that the spearman correlation coefficient between performance bonuses and staff always deliver services consistent with expectations of customers are 0.265 and its p-value are 0.023 (see table 4.1) there is positive and weak relationship between performance bonuses and staff always deliver services consistent with expectations of customers.

The finding shows that the spearman correlation coefficient between loan with low interest rate and staff always deliver services consistent with expectations of customers are 0.222 and its p-value are 0.028 imply that there is positive and weak relationship between loan with low interest rate and staff always deliver services consistent with expectations of customers.

The finding shows that the spearman correlation coefficient between property loans (Car and land) and staff always deliver services consistent with expectations of customers are 0.171 and its p-value are 0.092 (see table 4.1) implying that there is positive and weaker relationship between property loans (Car and land)and staff always deliver services consistent with expectations of customers.

The finding shows that the spearman correlation coefficient between performance acknowledgement and staff always deliver services consistent with expectations of customers are 0.080 and its p-value are 0.431 (see table 4.1) implying that there is positive and weaker relationship between performance acknowledgement and staff always deliver services consistent with expectations of customers.

The finding shows that the spearman correlation coefficient between health insurance and staff always deliver services consistent with expectations of customers are 0.216 and its p-value are 0.032 (see table 4.1) implying that there is positive and weak relationship between health insurance and staff always deliver services consistent with expectations of customers.

The finding shows that the spearman correlation coefficient between end of year employees trip package and staff always deliver services consistent with expectations of customers are 0.255 and its p-value are 0.023 (see table 4.1) implying that there is positive and weak relationship between end of year employee's trip package and staff always deliver services consistent with expectations of customers.

The mean score value 3.28 and standard deviation 1.274 implying respondents were undecided on employees salary as motivation package, the mean score value 3.77 and standard deviation 1.200 imply respondent agree that performance bonuses as the motivation package, the mean score value 3.90 and standard deviation 1.090 imply respondent agree on loan with low interest rate as the motivation package, the mean score value 2.34 and standard deviation 1.234 implying respondent were un decided property loans (Car and land) as motivation package, the mean score value 3.72 and standard deviation 1.225 implying respondent agreed performance

acknowledgement as motivation package, the mean score value 3.96 and standard deviation 1.111 implying respondent agreed health insurance as motivation package, the mean score value 3.90 and standard deviation 1.162 implying respondent agreed end of year employees trip package as motivation package and the mean score value 3.90 and standard deviation 1.020 implying respondent agreed service performance (employees never receive complaints after serving a customer)

Table 4. 1: Correlation output

Variables	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
Employees salary	1.000							
Performance bonuses	.004	1.00						
Loans with low interest rates	.351**	-.243*	1.000					
Property loans (Car and land)	.247*	.439**	-.037	1.000				
Performance acknowledgements	-.306**	-.138	-.097	-.304**	1.000			
Health insurance	.050	.008	-.078	.107	-.112	1.000		
End of the year employees trip	-.334**	-.075	-.072	.182	.027	.015	1.000	
Service Performance	.277*	.265*	.222*	.171	.080	.216*	.255*	1.000
Means	3.28	3.77	3.90	2.34	3.72	3.96	3.90	3.90
Standard Deviations	1.274	1.200	1.079	1.235	1.225	1.111	1.162	1.020

*correlation is significant at 0.01 level (2-tailed)

**Correlation is significant at 0.05 level (2-tailed)

Source: Researcher Computations (2017)

4.3 Research findings accordance to objectives

This study had three objectives which were to identify current types of employee motivational package used by Vodacom Tanzania to motivate employees, to find out factors that need to be taken into account to improve employee's motivation as stimulus for quality service delivery and to determine the impacts of employee motivational packages on employee's service delivery performance whose findings are presented in this part.

4.3.1 The current types of employee motivational package used by Vodacom Tanzania to motivate employees

The study assessed various employees motivation package if they are currently used by Vodacom Tanzania Limited to motivate their employees in their efforts of working to deliver services to the customers. The respondents were asked to rate their agreement with seven motivation packages. The findings of each motivation packages are presented differently in this part.

4.3.1.1 Employee's salary

The employee's salary indicated the monthly wage or salary that staff gets from Vodacom Tanzania. This study investigated if the employee's salary is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers. The study observed that 42(42.9%) of participants agree that the employee's salary is among of the current motivation package that are used by Vodacom to motivate their employees working to deliver services to the customers, 13(13.3%) strongly agree on it, 17(17.3%) were neutral on it, 11(11.2%) disagree on it and 15(15.3%) strongly disagree on it (see table 4.1). The findings imply that 56.1% of participants agreed on the employee's salary is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers while 26.5% disagreed on it. Thus with this, it can be said that the employee's salary is among of the current motivation package that are used by Vodacom to motivate their employees working to deliver services to the customers.

Table 4. 2: Employee's salary

Types of motivation	Level of agreement	Frequency	Percent
Employees salary	Strongly disagree	15	15.3
	Disagree	11	11.2
	Neutral	17	17.3
	Agree	42	42.9
	Strongly agree	13	13.3
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.1.2 Performance bonuses

The performance bonuses indicated the additional compensation paid by Vodacom Tanzania Limited to their employees after realising specified target. This study investigated if the performance bonus is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

The study observed that 41(41.8%) of participants agree that the performance bonuses is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers, 29(29.6%) strongly agree on it, 12(12.2%) were neutral on it, 8(8.2%) disagree on it and 8(8.2%) strongly disagree on it (see table 4.2).

The findings imply that 71.4% of participants agreed on the performance bonuses are among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers while 16.4% disagreed on it. Thus with this, it can be said that the performance bonuses is among of the current motivation package that are used by Vodacom to motivate their employees working to deliver services to the customers.

Table 4. 3: Performance bonuses

Types of motivation	Level of agreement	Frequency	Percent
Performance bonuses	Strongly disagree	8	8.2
	Disagree	8	8.2
	Neutral	12	12.2
	Agree	41	41.8
	Strongly agree	29	29.6
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.1.3 Loans with low interest rates

The loans with low interest rates indicated that Vodacom Tanzania Limited guarantee staff to get a loan from the sacoss or commercial banks with low interest rates or provide loan itself to the customers with low interest rates. This study investigated if the loan with low interest rates is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

The study observed that 48(48.0%) of participants agree that the loans with low interest rate is among of the current motivation packages that are used by Vodacom to motivate their employees working to delivery services to the customers, 29(29.6%) strongly agree on it, 8(8.2%) were neutral on it, 8(8.2%) disagree on it and 5(5.1%) strongly disagree on it (see table 4.4).

The findings imply that 78.6% of participants agreed on loans with low interest rate is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers while 13.3% disagreed on it. Thus with this, it can be said that the loans with low interest rate is among of the current motivation packages that are used by Vodacom to motivate their employees working to delivery services to the customers.

Table 4. 4: Loans with low interest rates

Types of motivation	Level of agreement	Frequency	Percent
Loans with low interest rates	Strongly disagree	5	5.1
	Disagree	8	8.2
	Neutral	8	8.2
	Agree	48	49.0
	Strongly agree	29	29.6
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.1.4 Property loans (Car and land)

The property loans (Car and land) indicated that Vodacom Tanzania Limited offer specific loan based on purchasing property particularly car as motivation package to facilitate better transport for the staff. This study investigated if the property loan (Car and land) is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

The study observed that 8(8.2%) of participants agree that the property loan (Car and land) is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers, 9(9.2%) strongly agree on it, 18(18.4%) were neutral on it, 35(35.7%) disagree on it and 28(28.6%) strongly disagree on it (see table 4.4).

The findings imply that 78.6% of participants agreed on the property loan (Car and land) is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers while 13.3% disagreed on it. Thus with this, it can be said that the property loan (Car and land) is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

Table 4. 5: Property loans (Car and land)

Types of motivation	Level of agreement	Frequency	Percent
Property loans (Car and land)	Strongly disagree	28	28.6
	Disagree	35	35.7
	Neutral	18	18.4
	Agree	8	8.2
	Strongly agree	9	9.2
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.1.5 Performance acknowledgement

The performance acknowledgement indicated that Vodacom Tanzania Limited have been offering recognition and acknowledgement to employees for exceptional performance in an organization. This study investigated if the performance acknowledgement is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

The study observed that 41(41.8%) of participants agree that the performance acknowledgement is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers, 28(28.6%) strongly agree on it, 12(12.2%) were neutral on it, 8(8.2%) disagree on it and 9(9.2%) strongly disagree on it (see table 4.5).

The findings imply that 70.4% of participants agreed on the performance acknowledgement is among of the current motivation packages that are used by Vodacom to motivate their employees working to delivery services to the customers while 17.3% disagreed on it. Thus with this, it can be said that the performance acknowledgement is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

Table 4. 6: Performance acknowledgement

Types of motivation	Level of agreement	Frequency	Percent
Performance acknowledgement	Strongly disagree	9	9.2
	Disagree	8	8.2
	Neutral	12	12.2
	Agree	41	41.8
	Strongly agree	28	28.6
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.1.6 Health insurance

The health insurance indicated that Vodacom Tanzania Limited have been offering cost of an insured individual's medical and surgical expenses. This study investigated if the health insurance is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

The study observed that 39(39.8%) of participants agree that the health insurance is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers, 36(36.7%) strongly agree on it, 11(11.2%) were neutral on it, 7(7.1%) disagree on it and 5(5.1%) strongly disagree on it (see table 4.6).

The findings imply that 76.5% of participants agreed on the health insurance is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers while 12.2% disagreed on it. Thus with this, it can be said that the health insurance is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

Table 4. 7: Health insurance

Types of motivation	Level of agreement	Frequency	Percent
Health insurance	Strongly disagree	5	5.1
	Disagree	7	7.1
	Neutral	11	11.2
	Agree	39	39.8
	Strongly agree	36	36.7
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.1.7 End of the year employee's trip packages

The end of the year employee's trip packages indicated that Vodacom Tanzania Limited have been offering allowances associated with annual leave in order to motivate them. This study investigated if the end of the year employee's trip package is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

The study observed that 42(42.9%) of participants agree that the end of the year employee's trip package is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers, 33(33.7%) strongly agree on it, 11(11.2%) were neutral on it, 4(4.1%) disagree on it and 8(8.2%) strongly disagree on it (see table 4.7).

The findings imply that 76.5% of participants agreed on the end of the year employee's trip package is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers while 12.3% disagreed on it. Thus with this, it can be said that the end of the year employee's trip package is among of the current motivation packages that are used by Vodacom to motivate their employees working to deliver services to the customers.

Table 4. 8: End of the year employee's trip packages

Types of motivation	Level of agreement	Frequency	Percent
End of the year employee's trip packages	Strongly disagree	8	8.2
	Disagree	4	4.1
	Neutral	11	11.2
	Agree	42	42.9
	Strongly agree	33	33.7
Total		**98**	**100.0**

Source: Researcher Computations (2017)

Therefore, in this objective the study found that monthly employees wage or salary, performance bonuses, loans with low interest rates, performance acknowledgements, health insurance and end of the year employee trip packages are the current types of employee's motivational package used by Vodacom Tanzania to motivate employees. The findings from this study related with quoted answers from one of the interviewed participants who said that:-

> *Vodacom Tanzania has been providing some of motivation packages such as improving employees salary, offering various performance bonuses, offering annual leave package for employees and health insurance for employees.*

The findings from this study related with research conducted by Kashifurrehman et al. (2007), in Pakistan measuring the effect of Human Resource Strategies like pay, promotion and training on job satisfaction. Their study focal point was on workforce of service based companies in Pakistan. They concluded from their research that promotional packages such as pay and training had positive and major impact on job satisfaction. They argued and suggested that employees in Pakistan give more significance to pay and training in order to promote job satisfactions. This study found different pay such as employees wage or salary, performance bonuses, loans

with low interest rates, performance acknowledgements, health insurance and end of the year employee trip packages are the current types of employee's motivational package used by Vodacom Tanzania to motivate employees.

The findings from this study related with the Herzberg, Mausner and Snyderman's (1959), two-factor theory which classified Hygiene Factors as dissatisfied and motivating factors as satisfied. The hygiene factors are company policy and administration, health insurance, technical supervision, salary, bonus, loan, interpersonal relationship with supervisors and work conditions; they are associated with job content. The motivating factors are those factors that make workers work harder and classified them as follows: achievements, recognition, performance acknowledgement, work itself, responsibility and advancement. In this study motivation factors such as employees wage or salary, performance bonuses, loans with low interest rates, performance acknowledgements, health insurance and end of the year employee trip packages are the current types of employee's motivational package used by Vodacom Tanzania to motivate employees.

The findings from this study related with argument that the primary interest of employees is to satisfy their personal needs, ambitions, desires and goals. An employee wants to satisfy its basic needs, linked to survival and security concerns and desire to belong, to generate positive feelings from within and from others, and to be self-fulfilled. Most employees want (a) fair and consistent company policies in matters affecting them; (b) management they can respect and trust; (c) adequate working relationships with managers and co-workers; (d) acceptable salaries and working environment; (e) appropriate job security assurance; (f) favorable job status (Gabbot, 2006). In this study it was observed that employees wage or salary, performance bonuses, loans with low interest rates, performance acknowledgements, health insurance and end of the year employee's trip packages are the current types of employee's motivational package used by Vodacom Tanzania to motivate employees which are related with argument by Gabbot, (2006).

4.3.2 Factors that need to be taken into account to improve employee's motivation as stimulus for quality service delivery

The study investigated factors that need to be taken into account to improve employee's motivation as stimulus for quality service delivery at Vodacom Tanzania Limited. Various factors were analysed differently and its finding are presented each other.

4.3.2.1 Management works close with staff and trust them in their daily operations

The study asked respondent to rate their level of agreement for management work close with staff and trust them in their daily operations as factor that need to be taken into account to improve employee's motivation as stimulus for quality service delivery at Vodacom Tanzania Limited. The findings in this study are presented as follows:-.

The study observed that 46(46.9%) of participants agree that management work close with staff and trust them in their daily operations as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited, 27(27.6%) strongly agree on it, 14(14.3%) were neutral on it, 6(6.1%) disagree on it and 5(5.1%) strongly disagree on it (see table 4.10).

The findings imply that 74.5% of participants agreed on management work close with staff and trust them in their daily operations as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited while 11.2% disagreed on it. Thus with this, it can be said that management work close with staff and trust them in their daily operations as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.

Table 4. 9: Management works close with staff and trust them in their daily operations

Factors	The level of agreement	Frequency	Percent
Management work close with staff and trust them in their daily operations	Strongly disagree	5	5.1
	Disagree	6	6.1
	Neutral	14	14.3
	Agree	46	46.9
	Strongly agree	27	27.6
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.2.2 Management should create succession plan for motivating employees in senior position

The study asked respondent to rate their level of agreement for management should create succession plan for motivating employees in senior position as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited. The findings in this study are presented as follows:-.

The study observed that 41(41.8%) of participants agree that management should create succession plan for motivating employees in senior position as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited, 21(21.4%) strongly agree on it, 19(19.4%) were neutral on it, 7(7.1%) disagree on it and 10(10.2%) strongly disagree on it (see table 4.11).

The findings imply that 63.3% of participants agreed on management should create succession plan for motivating employees in senior position as factor that need to be taken into account to improve employee's motivation as stimulus for quality service delivery at Vodacom Tanzania Limited while 17.3% disagreed on it. Thus with this,

it can be said that management should create succession plan for motivating employees in senior position as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.

Table 4. 10: Management should create succession plan for motivating employee's in senior position

Factors	The level of agreement	Frequency	Percent
The management should create succession plan for motivating employees in senior position	Strongly disagree	10	10.2
	Disagree	7	7.1
	Neutral	19	19.4
	Agree	41	41.8
	Strongly agree	21	21.4
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.2.3 Increasing wage and bonus of employees

The study asked respondent to rate their level of agreement for increasing wage and bonus of employees as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited. The findings in this study are presented as follows:-.

The study observed that 35(35.7%) of participants agree that increasing wage and bonus of employees as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited, 24(24.5%) strongly agree on it, 23(23.5%) were neutral on it, 9(9.2%) disagree on it and 7(7.1%) strongly disagree on it (see table 4.12).

The findings imply that 60.2% of participants agreed on increasing wage and bonus of employees as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited while 16.3% disagreed on it. Thus with this, it can be said that increasing wage and bonus of employees as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.

Table 4. 11: Increasing wage and bonus of employees

Factors	The level of agreement	Frequency	Percent
Increasing wage and bonus of employees	Strongly disagree	7	7.1
	Disagree	9	9.2
	Neutral	23	23.5
	Agree	35	35.7
	Strongly agree	24	24.5
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.2.4 Giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organisation

The study asked respondent to rate their level of agreement for giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organization as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited. The findings in this study are presented as follows:-.

The study observed that 41(41.8%) of participants agree that giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organization as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited,

28(28.6%) strongly agree on it, 15(15.3%) were neutral on it, 6(6.1%) disagree on it and 8(7.1%) strongly disagree on it (see table 4.13).

The findings imply that 70.4% of participants agreed on giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organization as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited while 14.3% disagreed on it. Thus with this, it can be said that giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organization as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.

Table 4. 12: Giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organisation

Factors	The level of agreement	Frequency	Percent
Giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organisation	Strongly disagree	8	8.2
	Disagree	6	6.1
	Neutral	15	15.3
	Agree	41	41.8
	Strongly agree	28	28.6
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.2.5 Facilitate regular training and development in order to promote quality services delivery

The study asked respondent to rate their level of agreement for facilitate regular training and development in order to promote quality services delivery as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited. The findings in this study are presented as follows:-.

The study observed that 44(44.9%) of participants agree that facilitate regular training and development in order to promote quality services delivery as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited, 30(30.6%) strongly agree on it, 14(14.3%) were neutral on it, 4(4.1%) disagree on it and 6(6.1%) strongly disagree on it (see table 4.14).

The findings imply that 75.5% of participants agreed on facilitate regular training and development in order to promote quality services delivery as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited while 10.2% disagreed on it. Thus with this, it can be said that facilitate regular training and development in order to promote quality services delivery as factor that need to be taken into account to improve employee's motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.

Table 4. 13: Facilitate regular training and development in order to promote quality services delivery

Factors	**The level of agreement**	**Frequency**	**Percent**
Facilitate regular training and development in order to promote quality services delivery	Strongly disagree	6	6.1
	Disagree	4	4.1
	Neutral	14	14.3
	Agree	44	44.9
	Strongly agree	30	30.6
Total		**98**	**100.0**

Source: Researcher Computations (2017)

4.3.2.6 Promote employee's recognition and appreciation for their work done by rewarding them annually

The study asked respondent to rate their level of agreement for promote employee's recognition and appreciation for their work done by rewarding them annually as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited. The findings in this study are presented as follows:-.

The study observed that 38(38.8%) of participants agree that promote employees recognition and appreciation for their work done by rewarding them annually as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited, 27(27.6%) strongly agree on it, 19(19.4%) were neutral on it, 6(6.1%) disagree on it and 8(8.2%) strongly disagree on it (see table 4.15).

The findings imply that 66.3% of participants agreed on promote employees recognition and appreciation for their work done by rewarding them annually as factor that need to be taken into account to improve employee's motivation as stimulus for quality service delivery at Vodacom Tanzania Limited while 14.3% disagreed on it. Thus with this, it can be said that promote employees recognition and appreciation for their work done by rewarding them annually as factor that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.

Table 4. 14: Promote employees recognition and appreciation for their work done by rewarding them annually

Factors	The level of agreement	Frequency	Percent
Promote employees recognition and appreciation for their work done by rewarding them annually	Strongly disagree	8	8.2
	Disagree	6	6.1
	Neutral	19	19.4
	Agree	38	38.8
	Strongly agree	27	27.6
Total		**98**	**100.0**

Source: Researcher Computations (2017)

The findings can be summarised that management work close with staff and trust them in their daily operations, management should create succession plan for motivating employees in senior position, increasing wage and bonus of employees, giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organization, promote employees recognition and appreciation for their work done by rewarding them annually and promote employees recognition and appreciation for their work done by rewarding them annually as factors that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited. The finding from this study related with quoted answer from the fourth staff who was interviewed in this study who replied that:-

> *Vodacom Tanzania has to increase wages, promote bonuses to best performers and provide regular training in order to promote employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.*

The findings from this study related with Kinnear and Sutherland, (2000) argued that well motivated workers are likely to work hard to satisfy customers in service delivery thus organization has to invest on it. The personnel engaged in telecom industry must be motivated in order to get the best output of service delivery. Many managers in different telecom industry believe that the key to improve service delivery depend on motivation rather than ability thus if organization invest on it has greater ability to improve employees performance.

The findings from this study related with Bateman and Snell (1996) as they contend that motivation is the force that energizes, direct and sustains a person's effort towards improving service delivery among employees thus it is important for any organization to put effort in motivating employees. They argued that q highly motivated person will work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job thus will these value managers has to develop various monetary and non monetary strategies to motivate employees at work places.

The findings from this study confirmed argument by Petcharak (2002), who argued that one of the functions of human resource manager is related to ensure employees workplace motivation and service delivery and organization performance thus it is important for the managers develop a better strategies of motivating employees in order to facilitate better performance and service delivery to the customers. The managers has roles of developing motivated employees and encourage their morale regarding their respective works which can be achieved in relations with understanding better ways of improving customer satisfactions.

4.3.3 The impact of employee motivational packages on employee's service delivery performance

The study assessed impact of employee motivational packages on employee's service delivery performance. The study employed regression analysis to explore the impact of employee motivational packages on employee's service delivery performance.

4.3.3.1: The impact of employee motivational packages on staff delivery of services consistence with expectations of customers

The study conducted the regression analysis to investigate the impact of employees motivation packages that are used by Vodacom in Tanzania on employees services delivery performance measure through staff always deliver services consistent with expectations of customers.

The study found that R-square value 0.464 (see table model summary table) which imply that end of the year employees trip packages, health insurance, performance acknowledgements, loans with low interest rates, performance bonuses, employees salary, property loans (car and land) employees motivational packages has ability to explain the impact of employees services delivery performance measure through staff always deliver services consistent with expectations of customers by 46.4 percent while remaining percent can be explained by other variables that were not in this study

The study also found that F-value 2.529 and p-value 0.020 (see ANOVA table) implying that there are different mean among different variables used in this study.

The study found that only employees salary and loan with low interest rates motivation package have significant impact on employees services delivery performance measure through staff always deliver services consistent with expectations of customers because they have p-value which is less than 0.05 while remaining end of the year employees trip packages, health insurance, performance acknowledgements, performance bonuses and property loans (car and land) employees motivational packages have insignificant impact on employees services delivery performance measure through staff always deliver services consistent with expectations of customers because they have p-value which are greater than 0.05.

Table 4. 15: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405[a]	.464	.439	1.170

a. Predictors: (Constant), End of the year employees trip packages, Health insurance, Performance acknowledgements, Loans with low interest rates, Performance bonuses, Employees salary, Property loans (Car and land)

Table 4. 16: Result of Analysis of Variance

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.257	7	3.465	2.529	.020[b]
	Residual	123.304	90	1.370		
	Total	147.561	97			

a. Dependent Variable: I always deliver services consistent with expectations of customers

b. Predictors: (Constant), End of the year employees trip packages, Health insurance, Performance acknowledgements, Loans with low interest rates, Performance bonuses, Employees salary, Property loans (Car and land)

Table 4. 17: Result of Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.176	1.159		3.603	.001
	Employees salary	.250	.114	.259	2.202	.030
	Performance bonuses	.082	.118	.080	-.694	.489
	Loans with low interest rates	.365	.121	.320	-3.019	.003
	Property loans (Car and land)	.149	.125	.150	1.198	.234
	Performance acknowledgements	.024	.105	.024	.229	.819
	Health insurance	.153	.109	.138	-1.396	.166
	End of the year employees trip packages	.161	.120	.152	1.337	.185

a. Dependent Variable: I always deliver services consistent with expectations of customers

The finding from this study related with quoted answer from the second staff who was interviewed in this study who replied that:-

> *Improvement of wages and performance bonus for employees has significant impact with staff delivery services in consistence with customer expectations at Vodacom Tanzania Limited.*

The findings observed in this study related with prior study done by Khan et al. (2010) analyzed the role reward plays in motivating employees of commercial banks of Kohat, Pakistan. They specifically analyzed the variance explained by predictor

variables (payment, promotion, benefits and recognition) in criterion variable (employee motivation). The study revealed that individual motivation of a commercial bank employee plays a major role in achieving high-level satisfaction among its customers. With increase in the growth of the service industry, the commercial banks at present struggle for retaining employees possessing the capabilities of quality service. Satisfaction of banks customers depends on the quality of services and the way commercial banks employees render these services to their customers.

The findings from this study related with Pugh (2001) points out that employee motivation lead to organizational outcomes such as improving service delivery and organization performance. In consistent manner, Service delivery Chain proposed by Heskett(1994)support positive link between employee motivation and improvement of service delivery to satisfy the customers. Employee motivation is critical to achieve firm's success in service delivery. Several scholars have noted that there is a positive and significant relationship between employee's motivation and delivery of service that satisfy customers (Pugh, 2001; Dabholkar, 2008).

The findings from this study confirmed argument by Scholars such as Luthans & Stajkovic, (2000); Armstrong & Murlis, (2004) as they argued that motivation has positive impact on service delivery to the customers among employees. In fact, there are many more examples of possible motivators in the literature on a subject of motivation.

4.3.3.2: The impact of employee motivational packages on staff never receive complaints after serving a customer

The study conducted the regression analysis to investigate the impact of employees motivation packages that are used by Vodacom in Tanzania on employees services delivery performance measure through staff never receive complaints after serving a customer.

The study found that R-square value 0.529 (see table model summary table) which imply that end of the year employees trip packages, health insurance, performance acknowledgements, loans with low interest rates, performance bonuses, employees salary, property loans (car and land) employees motivational packages has ability to explain the impact of employees services delivery performance measure through staff never receive complaints after serving a customer by 52.9 percent while remaining percent can be explained by other variables that were not in this study.

The study also found that F-value 3.388 and p-value 0.003 (see ANOVA table) implying that there are different mean among different variables used in this study. The study found that end of the year employees trip packages, health insurance, performance acknowledgements, loans with low interest rates, performance bonuses, employees salary, property loans (car and land) employees motivational packages have positive impact on employees services delivery performance measure through staff never receive complaints after serving a customer (coefficient table).

The study found that employees salary, performance bonuses, loan with low interest rates and property loans (Car and land) motivation package have significant impact on employees services delivery performance measure through staff never receive complaints after serving a customer because they have p-value which is less than 0.05 while remaining end of the year employees trip packages, health insurance and performance acknowledgements employees motivational packages have insignificant impact on employees services delivery performance measure through staff never receive complaints after serving a customer because they have p-value which are greater than 0.05.

Table 4. 18: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457[a]	.529	.467	.942

a. Predictors: (Constant), End of the year employees trip packages, Health insurance, Performance acknowledgements, Loans with low interest rates, Performance bonuses, Employees salary, Property loans (Car and land)

Table 4. 19: Result of Variance Analysis

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.059	7	3.008	3.388	.003[b]
	Residual	79.921	90	.888		
	Total	100.980	97			

a. Dependent Variable: I never receive complaints after serving a customer

b. Predictors: (Constant), End of the year employees trip packages, Health insurance, Performance acknowledgements, Loans with low interest rates, Performance bonuses, Employees salary, Property loans (Car and land)

Table 4. 20: Result of Regression Analysis

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.282	.933		5.662	.000
	Employees salary	.301	.091	.375	3.285	.001
	Performance bonuses	.208	.095	.244	2.188	.031
	Loans with low interest rates	.245	.097	.297	2.458	.048
	Property loans (Car and land)	.245	.100	.297	2.442	.017
	Performance acknowledgements	.091	.084	.109	1.082	.282
	Health insurance	.154	.088	.167	1.744	.085
	End of the year employees trip packages	.073	.097	.083	.755	.452

a. Dependent Variable: I never receive complaints after serving a customer

The finding from this study related with quoted answer from the third staff who was interviewed in this study who replied that:-

> *The end of year employees trip package, wages and salary and performance bonus are considered to have significant impact on staff never receive complaints after serving customers*

The findings from this study related with Homburg and Stock (2004) as they noted that there is a direct impact on the relationship between employee's motivation and

quality delivery of services measured with customer complaints. An employee who is highly motivated at work place tends to perform his or her duty to the highest level of his/her ability as the result improves service delivery and reduce customer complaints at work place (Prayukvong et *al*, 2007).

The findings from this study related with Brown and Lam, (2008) found a positive relationship exists between employee motivation at work place and customer satisfaction in service delivery based with reduction of customer complaints. The employee motivation has a positive influence toward improving service delivery and reduces customer complaints as the result contributes to customer satisfaction. Customer perceived service quality completely intercedes between employee motivation and customer satisfaction.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

The chapter presents the discussion of findings related with research objectives in relations with theoretical and empirical literature. The chapter discusses the result by comparing with the findings presented by other researchers and the same time the argument presented by other scholars that was reviewed at chapter two.

5.2 The current types of employee motivational package used by Vodacom Tanzania to motivate employees

The study found that monthly employees wage or salary, performance bonuses, loans with low interest rates, performance acknowledgements, health insurance and end of the year employee trip packages are the current types of employee's motivational package used by Vodacom Tanzania to motivate employees. The findings from this study related with quoted answers from one of the interviewed participants who said that Vodacom Tanzania has been proving some of motivation packages such as improving employees salary, offering various performance bonuses, offering annual leave package for employees and health insurance for employees.

The findings from this study related with research conducted by Kashifurrehman et al. (2007), in Pakistan measuring the effect of Human Resource Strategies like pay, promotion and training on job satisfaction. Their study was focused on workforce of service based companies in Pakistan. They concluded from their research that promotional packages such as pay and training had positive and significant impact on job satisfaction. They argued and suggested that employees in Pakistan give more importance to pay and training in order to promote job satisfactions. This study found different pay such as employees wage or salary, performance bonuses, loans with low interest rates, performance acknowledgements, health insurance and end of

the year employee trip packages are the current types of employee's motivational package used by Vodacom Tanzania to motivate employees.

The findings from this study related with the Herzberg, Mausner and Snyderman's (1959), two-factor theory which classified Hygiene Factors as dissatisfied and motivating factors as satisfied. The hygiene factors are company policy and administration, health insurance, technical supervision, salary, bonus, loan, interpersonal relationship with supervisors and work conditions; they are associated with job content. The motivating factors are those factors that make workers work harder and classified them as follows: achievements, recognition, performance acknowledgement, work itself, responsibility and advancement. In this study motivation factors such as employees wage or salary, performance bonuses, loans with low interest rates, performance acknowledgements, health insurance and end of the year employee trip packages are the current types of employee's motivational package used by Vodacom Tanzania to motivate employees.

The findings from this study related with argument that the primary interest of employees is to satisfy their personal needs, ambitions, desires and goals. An employee wants to satisfy its basic needs, linked to survival and security concerns and desire to belong, to generate positive feelings from within and from others, and to be self-fulfilled. Most employees want (a) fair and consistent company policies in matters affecting them; (b) management they can respect and trust; (c) adequate working relationships with managers and co-workers; (d) acceptable salaries and working environment; (e) appropriate job security assurance; (f) favorable job status (Gabbot, 2006). In this study it was observed that employees wage or salary, performance bonuses, loans with low interest rates, performance acknowledgements, health insurance and end of the year employee's trip packages are the current types of employee's motivational package used by Vodacom Tanzania to motivate employees which are related with argument by Gabbot, (2006).

5.3 Factors that need to be taken into account to improve employee's motivation as stimulus for quality service delivery

The study found that management work close with staff and trust them in their daily operations, management should create succession plan for motivating employees in senior position, increasing wage and bonus of employees, giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organization and promote employees recognition and appreciation for their work done by rewarding them annually as factors that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited. The finding from this study related with quoted answer from the fourth staff who was interviewed in this study who replied that Vodacom Tanzania has to increase wages, promote bonuses to best performers and provide regular training in order to promote employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.

The findings from this study related with Kinnear and Sutherland, (2000) argued that well motivated workers are likely to work hard to satisfy customers in service delivery thus organization has to invest on it. The personnel engaged in telecom industry must be motivated in order to get the best output of service delivery. Many managers in different telecom industry believe that the key to improve service delivery depend on motivation rather than ability thus if organization invest on it has greater ability to improve employees performance.

The findings from this study related with Bateman and Snell (1996) as they contend that motivation is the force that energizes, direct and sustains a person's effort towards improving service delivery among employees thus it is important for any organization to put effort in motivating employees. They argued that q highly motivated person will work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job thus will these value managers has to develop various monetary and non monetary strategies to motivate employees at work places.

The findings from this study confirmed argument by Petcharak (2002),who argued that one of the functions of human resource manager is related to ensure employees workplace motivation and service delivery and organization performance thus it is important for the managers develop a better strategies of motivating employees in order to facilitate better performance and service delivery to the customers. The managers has roles of developing motivated employees and encourage their morale regarding their respective works which can be achieved in relations with understanding better ways of improving customer satisfactions.

5.4 The impact of employee motivational packages on employee's service delivery performance

The study found that only employees salary and loan with low interest rates motivation package have significant impact on employees services delivery performance measure through staff always deliver services consistent with expectations of customers because they have p-value which is less than 0.05 while remaining end of the year employees trip packages, health insurance, performance acknowledgements, performance bonuses and property loans (car and land) employees motivational packages have insignificant impact on employees services delivery performance measure through staff always deliver services consistent with expectations of customers because they have p-value which are greater than 0.05.

The findings from this study related with Pugh (2001) points out that employee motivation lead to organizational outcomes such as improving service delivery and organization performance. In consistent manner, Service delivery Chain proposed by Heskett(1994)support positive link between employee motivation and improvement of service delivery to satisfy the customers. Employee motivation is critical to achieve firm's success in service delivery. Several scholars have noted that there is a positive and significant relationship between employee's motivation and delivery of service that satisfy customers (Pugh, 2001; Dabholkar, 2008).

The findings from this study confirmed argument by Scholars such as Luthans & Stajkovic, (2000); Armstrong & Murlis, (2004) as they argued that motivation has positive impact on service delivery to the customers among employees. In fact, there are many more examples of possible motivators in the literature on a subject of motivation. However, there are several motivating factors that are very often ranked high positions. Interesting work, full appreciation of work done, feeling of being well informed and involved and good wages are those factors that received high rates in many research (Sonawane, 2008; Kinnear and Sutherland, 2000).

The study found that employees salary, performance bonuses, loan with low interest rates and property loans (Car and land) motivation package have significant impact on employees services delivery performance measure through staff never receive complaints after serving a customer because they have p-value which is less than 0.05 while remaining end of the year employees trip packages, health insurance and performance acknowledgements employees motivational packages have insignificant impact on employees services delivery performance measure through staff never receive complaints after serving a customer because they have p-value which are greater than 0.05.

The findings from this study related with Homburg and Stock (2004) as they noted that there is a direct impact on the relationship between employee's motivation and quality delivery of services measured with customer complaints. An employee who is highly motivated at work place tends to perform his or her duty to the highest level of his/her ability as the result improves service delivery and reduce customer complaints at work place (Prayukvong et *al*, 2007).

The findings from this study related with Brown and Lam, (2008) found a positive relationship exists between employee motivation at work place and customer satisfaction in service delivery based with reduction of customer complaints. The employee motivation has a positive influence toward improving service delivery and reduces customer complaints as the result contributes to customer satisfaction.

Customer perceived service quality completely intercedes between employee motivation and customer satisfaction.

CHAPTER SIX

SUMMARY CONCLUSION AND RECOMMENDATIONS

6.1 Summary

Researches on motivation and employees performance has been conducted in different nations and result has not been consistence that a certain motivation package has direct impacts on employees performance and on the other hand there is empirical gap on impact of employee motivation toward improving employee's service delivery in telecom industry that created this current study conducted assessing impact of employee motivation toward improving employees service delivery at Vodacom (t) limited.

The study had three specific objectives which were to identify current types of employee motivational package used by Vodacom Tanzania to motivate employees, to find out factors that need to be taken into account to improve employee's motivation as stimulus for quality service delivery and to determine the impacts of employee motivational packages on employee's service delivery performance.

The study reviewed Hierarchy Needs of Abraham Maslow's, ERG theory and two-factor theory in demonstrating the motivation and its roles in improving service quality delivery. The Hierarchy Needs of Abraham Maslow's identifies five levels of human needs which contribute to employee's motivation and performance. These needs are physiological, safety, social, ego, and self- actualizing. Lower level needs must be satisfied first before the next higher level need. The ERG theory demonstrated that basic human needs may be grouped fewer than three categories, existence, relatedness, and growth. The number of years employees stays in an organization the more its needs keep on changing and this theory recognizes the multiple needs that may be driving employees at a given point to understand their behavior and management can properly motivate them.

The two-factor theory classified Hygiene Factors as dissatisfied and motivating factors as satisfied. The hygiene factors are company policy and administration, health insurance, technical supervision, salary, bonus, loan, interpersonal relationship with supervisors and work conditions; they are associated with job content. The motivating factors are those factors that make workers work harder and classified them as follows: achievements, recognition, performance acknowledgement, work itself, responsibility and advancement.

The study employed case study design to investigate the impact of employee motivation toward improving employee's service delivery at Vodacom (t) limited. The targeted population was staff working at Dar es Salaam branches of Vodacom. The sample of 98 staff working with Vodacom was selected using simple random sampling and purposive sampling. The data was collected using interview and questionnaire instrument. The data was analysed using content qualitative analysis and descriptive statistics and correlation quantitative analysis. The findings were presented through table and figures.

The study found that monthly employees wage or salary, performance bonuses, loans with low interest rates, performance acknowledgements, health insurance and end of the year employee's trip packages are the current types of employee's motivational package used by Vodacom Tanzania to motivate employees.

The study found that management work close with staff and trust them in their daily operations, management should create succession plan for motivating employees in senior position, increasing wage and bonus of employees, giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organization, promote employees recognition and appreciation for their work done by rewarding them annually and promote employees recognition and appreciation for their work done by rewarding them annually as factors that need to be taken into account to improve employees motivation as stimulus for quality service delivery at Vodacom Tanzania Limited.

The study revealed that employees salary, performance bonuses, low interest rate, health insurance and end of year employees trip package have statistically significant positive and weak relationship with staff always deliver services consistent with expectations of customers because the spearman correlation coefficient were positive and p-value was less than 0.05 while property loans (Car and land) and performance acknowledgement have statistically insignificant positive and weaker relationship with staff always deliver services consistent with expectations of customers.

The study found that employees salary, performance bonuses, loan with low interest rate and end of year employees trip package have statistically significant positive and weak relationship with staff never receive complaints after serving customers because the spearman correlation coefficient were positive and p-value was less than 0.05 while property loans (Car and land), low interest rate, health insurance and performance acknowledgement have statistically insignificant positive and weaker relationship with staff never receive complaints after serving customers.

6.2 Conclusion

The study observed that employees salary, performance bonuses, low interest rate, health insurance and end of year employee's trip package are statistically significant positive relationship with staff always deliver services consistent with expectations of customers thus it is concluded that Vodacom Tanzania has to ensure employees salary, performance bonuses, low interest rate, health insurance and end of year employees trip package are promoted in order to ensure staff always deliver services consistent with expectations of customers.

The study found that employees salary, performance bonuses, loan with low interest rate and end of year employees trip package are statistically significant positive relationship with staff never receive complaints after serving customers thus Vodacom has to make sure that employees salary, performance bonuses, loan with low interest rate and end of year employees trip package are improved for promoting in to enhance staff never receive complaints after serving customers.

6.3 Recommendations

The study recommends that Vodacom Tanzania has to improve the employee's salary, performance bonuses, loans with low interest rate and end of year employee’s trip motivation package in order to ensure that staffs always deliver services which are consistent with expectations of the customers and at the same time reduce amount of complaints received after serving customers.

REFERENCES

Al-Aamri, A. D. (2010). “Employee Motivating in Private Organization” Project and employee productivity on performance of commercial banks in Kenya” *African Journal of History and Culture* Vol. 2(5), Academic Journals,

Armstrong, M. (2003). A Handbook of Human Resource Management Practice, 9th ed, London: Kogan Page.

Armstrong, M., & Murlis, H. (2004). *Reward Management: a handbook of remuneration strategy and practice* (5th ed). London; Sterling, VA: Kogan Page.

Baron, R.A. (1983).Behaviour in organizations. New York: Allyn& Bacon, Inc.

Bateman, T.S. & Snell, S.A (1996).Management: Building Competitive Advantage. 3rd ed. Chicago : Irwin. 575p.

Brown, S.P. & Lam, S.K., (2008). A Meta-Analysis of Relationships Linking Employee Satisfaction to Customer Responses. *Journal of Retailing,* Vol 84(3), pp. 243–255.

Butkus, R.T. & Green, T.B. (1999).Motivation, Beliefs and organizational Transformation. Cal bank Annual Report, 2006, 2010.

Cheng, H. (1995). Assessing the Importance of Employee Motivation in the Hotel Industry in Taipei, Taiwan. Unpublished master's thesis, University of Wisconsin-Stout, Menomonie, Wisconsin, United States.

Dabholkar, P.A. & Abston, K.A. (2008), ―The role of customer contact employees as external customers: A conceptual framework for marketing strategy and future research. *Journal of Business Research*, Vol. 61, pp. 959–967.

Daschler, P. J. and Ninemeier, J. D. (1989).Supervision in the Hospitality Industry. East.

Dessler, G. (2001). Management: Leading People and Organization in the 21st Century. Harlow: Prentice Hall. “Employee Motivation and Team Performance of the Banks in Ghana and China” Proceedings of the 7th International Conference on Innovation & Management.

Frey, B.S & Osterloh, M. (2002). Successful management by motivation. Berlin: Springer-Verlag.

Frey, B.S and Osterloh, M. (2012), ‘Stop trying pay to performance’, *Harvard Business Review*, January-February, HBR’s List of Audacious Ideas for Solving the World’s Problems, pp.4-5.

Frimpong, S.K. and Fan, L. (2009).“Comparative Study on the Relationship Between Employee Motivation and Team Performance of the Banks in Ghana and China” Proceedings of the 7th International Conference on Innovation &Management, Wuhan: Wuhan University of Technology Press,2009

Gerring, J. (2007). *Case study research: Principles and practices,* Cambridge, Cambridge University Press.

Golembiewski, R.T. (1973). Motivation. In Carl Heyel (Ed.), The Encyclopedia of Management 2nd. New York: Van Nostrand Reinhold.

Hameed, A and Amjad, S. (2009).“Impact of Office Design on Employees‟ Productivity. A Case Study Of Banking Organizations Of Abbottabad, Pakistan” *Journal Of Public Affairs, Administration and Management* Volume 3, Issue 1.

Herzberg, F., Mausner, B. and Snyderman, B. (1959).the Motivation to Work. New York: John Wiley.

Heskett, J.L., Jones, T.O., Loveman, G.W., Sasser, Jr., W.E., Schlesinger, L., (1994). *Putting the service-profit chain to work*, Harvard Business Review, Vol 72, No.2, pp.164-174.

Homburg, C. and Stock, R.M. (2004). The link between salespeople's job satisfaction and customer satisfaction in a business-to-business context: A dyadic analysis. *Journal of the Academy of Marketing Science,* Vol 32**(**2), pp.144-158.

Hoy, W. K. and Miskel, C. G. (1987). Educational Administration: Theory, Research and Practice. New York: Random House

Hung, Y.H., Huang, M.L. & Chen, K.S. (2003). Service quality evaluation by service quality performance matrix. *Total quality Management & Business Excellence*, Vol 14(1), pp 79-89.

Ifinedo, P. (2003). Employee Motivation and Job Satisfaction in Finnish Organizations: A Study of Employees in the Oulu Region, Finland. Master of Business Administration Thesis, University of London.

Kelly, J. (1974). Organizational Behaviour. Homewood: Richard D. Irwin.

Khan, K. U et al (2010).“A Comparative Analysis of the Factors Determining Motivational Level of Employees Working in Commercial Banks in Kohat, Khyber Pukhtunkhwa” *International Journal of Business and Management Vol. 5,* Canadian Center of Science and Education.

Khan, K. U et al (2012).“The Relationship Between Rewards And Employee Motivation in Commercial Banks of Pakistan” *Research Journal Of International Studies, Issue 14.*

Kinnear, L. and Sutherland, M. (2000), "Determinants of organizational commitment amongst knowledge workers", *South African Journal of Business Management*, Vol 32(2), pp.106-111.

Kothari, C.R. (2004). *Research Methodology: Methods and Techniques*. 2nd ed. New Delhi. New Age International Ltd.

Lawler, E.E. (2005). Creating high performance organizations. Asia Pacific Journal of Human Resources, Vol 43(1), pp.1-17.

Luthans, F., & Stajkovic, A.D. (2000). Provide recognition for performance improvement. In E. A. Locke (ed.),Principles of organizational behavior: pp.166-180.Oxford, England: Blackwell.

Malik, M. E., et al (2011). "Organizational Effectiveness, A Telecommunication and Banking Sector of Pakistan, Far East" *Journal Of Psychology And Business Vol. 2 No.*

Mayfield, J., Mayfield, M., & Kopf, J. (1998). The effects of leader motivating language on subordinate performance and satisfaction. *Human Resource Management*, Vol. 37, pp. 235-248.

Mullins, L. J. (2006). Essentials of Organizational Behaviour, Prentice Hall, pp 183-190.

Oldham, G.R., & Hackman, J.R. (2010). Not what it was and not what it will be: The future of job design research. Journal of Organizational Behavior, Vol 31, pp.463-479.

Petcharak, P. (2002). The assessment of motivation in the Saint Paul Hotel employees. Ms. Thesis, UW-Stout

Petcharak, P. (2004). A Comparative Analysis of factors determining motivational level of employees working in commercial banks in Kohat, international journal of business and management vol.5 no. 12;Dec.2010 pg 180 ISSN 1833-3850.

Prayukvong, W., Sophon, J., Hongpukdee, S., & Charapas, T. (2007). Customer's satisfaction with hotel guestrooms: A case study in Ubon Rachathari province, Thailand. *Asia Pacific Journal of Tourism Research,* 12(2), pp.119-126.

Pugh, S.D. (2001), Service with a smile: Emotional contagion in the service encounter. *Academy of Management Journal,* 44(5), pp. 1018-1027.

Rajput, A., Bakar, A. H. A., and Ahmad, M. S. (March, 2011). "Motivators Used by Foreign and Local Banks in Pakistan, A Comparative Analysis" Journal of Academic Research Vol. 3, No. 2.

Roberts R.L. (May, 2005). Relationship between rewards, recognition and motivation at insurance company in the Western Cape: University Of The Western Cape.

Saunders, M., et al (2007). Research Methods for Business Students, Pearson Education Ltd, 4th ed., Harlow, England, Service Quality In The Banking Industry Importance And Performance Of Factors Considered In The Electronic Banking Services", *African Journal Of Business and Management Vol. 1,* Aibuma Publishing

Seidman, I. E. (1991). Interviewing as qualitative research: A guide for researchers in education and social sciences. New York: Teachers College Press.

Sekaran, U. (2000). Research methods for business: A skill building approach.3rd ed.John Wiley and Sons Inc

Thompson, S.K. (2012). *Sampling*, 3rd ed: Wiley.

Valaries, A. & Zeithaml, M & Bitner, M. & Gremler, D. (2009). *Service Marketing Integrating* 6th ed: McGraw-Hill Education.

Wanyama, K. W. and Mutsotso S. N. (2010)"Relationship between capacity building Wisconsin, United States.

Yin, R.K. (2003). *Case Study Research: design and methods* (3rd edn). Thousand Oaks, CA.: Sage Publications.

Zeithaml, V.A., Parasuraman, A., &Malhotra, A (2000), "A Conceptual Framework for Understanding e-Service Quality: Implications for Future Research and Managerial Practice", *Marketing Science Institute*, Working paper report no. 00-115.

APPENDENCES

QUESTIONNAIRE

This questionnaire is designed to assess the impact of employee's motivation toward improving employee's service delivery, a case of Vodacom (T) Limited. The information given out is solely for academic purpose and would be treated as confidential. Thank you. Write or tick ( ) the appropriate response to each of the question

SECTION A: PERSONAL DATA

1. What is your gender
   a. Male ( )
   b. Female ( )
2. How long have you working with Vodacom Tanzania?
   a. < 1 year ( )
   b. 1 – 4 years ( )
   c. 5 – 7 years ( )
   d. 8 – 9 years ( )
   e. 9+ years ( )
3. What is the level of education qualifications do you have?
   a. Secondary ( )
   b. Certificate ( )
   c. Diploma ( )
   d. Bachelor degree ( )
   e. Master degree ( )
4. What is your marital status( )
   a. Married ( )
   b. Single with children ( )
   c. Single without children( )
   d. Widow ( )

5. Are you aware on motivation stimulus for employees at work places
   a. Totally aware ( )
   b. Aware ( )
   c. Partially aware ( )
   d. Unaware ( )
   e. Totally unaware ( )

SECTION B: Industrial and technical questions related to study objectives

6. The following statement shows the current types of employee's motivational package used by Vodacom Tanzania to motivate employees. Please tick the number of your opinion based on likert scale that 1= Strongly disagree 2= Disagree 3= neutral 4=Agree and 5=Strongly agree

	1.	2.	3.	4.	5.
1. Employees salary					
2. Performance bonuses					
3. Loans with low interest rates					
4. Property loans (Car and land)					
5. Performance acknowledgements					
6. Health insurance					
7. End of the year employees trip packages					
Others (mention) …….. ……... ……... ……					

7. Please indicate to what extent you agree or disagree with each of the following statements regarding your service delivery performance. Use the following scale: 1= strongly disagree, 2= disagree, 3 =Neutral, 4=Agree and 5=strongly agree.

	1	2	3	4	5
I never receive complaints after serving a customer					
I finish all the work assigned to me, I don't keep backload					
I always finish my duties within the stipulated time, I don't ask over time					
I always deliver services consistent with expectations of customers					
I perform my duties accurately without monitoring and directives of supervisor					
I find new solutions to customer problems when the operational guidelines/policies are silent.					
Others (mention) …….. ……... ……... ……					

8. The following statement shows factors that need to be taken into account to improve employee's motivation as stimulus for quality service delivery. Please tick the number of your opinion based on likert scale that 1= Strongly disagree 2= Disagree 3= neutral 4=Agree and 5=Strongly agree

	1.	2.	3.	4.	5.
1. Management work close with staff and trust them in their daily operations					
2. The management should create succession plan for motivating employees in senior position					
3. Increasing wage and bonus of employees					
4. Giving opportunity for staff to buy shares of the company so that they can be part and parcel of the organization					
5. Facilitate regular training and development in order to promote quality services delivery					
6. Promote employees recognition and appreciation for their work done by rewarding them annually					
Others (mention) …….. ……... ……... ……					

I will appreciate for your effort to answer the questionnaire

God bless you.

ATTACHMENT TWO: INTERVIEW GUIDE

1. Do you know employees motivation stimulus used by Vodacom toward its staff?
2. What is the major motivation package Vodacom offers to employees?
3. Do you think motivation package promote employees performance in service delivery? If yes how? If not why?
4. What do you consider to be the relationship between employees motivation package and employees performance at Vodacom?
5. What are important factors that can be done by Vodacom in order to motivate employees to better performance in service delivery?