

AN ASSESSMENT ON THE IMPACT OF MOTIVATION
ON EMPLOYEE PERFORMANCE IN TANZANIA: A
CASE OF TANESCO TABORA REGIONAL OFFICE

By

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**A Dissertation Submitted in Partial Fulfillment of the Requirement for the
Award of the Master Degree of Business Administration in Corporate
Management (MBA-CM) of Mzumbe University.**

2015

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled ‘an assessment on the impact of motivation on employee performance in Tanzania’, in partial fulfillment of the requirement for the award of the degree of Master of Business Administration in Corporate Management (MBA-CM) of Mzumbe University.

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DECLARATION

I, Telesphory Masalu declare that, this dissertation report is my own original work and that has not been presented to any other University for a similar or any degree award.

Signature

Date:

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DEDICATION

I would like to dedicate this dissertation to my lovely wife, parents, relatives and the Late Engineer Monica Kebara who was the Regional Manager Tanesco Tabora for fighting tooth and nail to make sure that I complete my studies successfully, and for their daily prayers that enabled me to complete my masters' degree programe at Mzumbe University.

May Almighty God bless them all!

ABBREVIATIONS AND ACRONYMS

FIFO	-	First In First out
PDP	-	Performance Development Programme
SPSS	-	Statistical Package for Social Science
TANESCO	-	Tanzania Electric Supply Company

ABSTRACT

This research intended to assess the impact of motivation on employee performance in Tanzania. Therefore the objective of the study is to assess the impact of motivation on employee performance especially at Tanesco Tabora Regional office, to identify and describe motivation packages available in the study area as well as finding out how PDP Bonuses influencing employees performance in the study area.

The study on the impact of motivation on employees' performance specifically at Tanesco Tabora Regional office revealed that, 10 (33%) of the respondents mentioned transport allowance as one among the motivation packages influencing them because such allowances assisted them in fulfilling their economic activities, while 12 of the respondents' equivalent to (40%) said that they are given housing allowances to foster them to perform their work and the remaining 8 respondents' equivalent to 27% respondents said that they have been awarded performance development programme (PDP) and encourage them to work hard.

The target population of the research also involved both male and female who are employees' of Tanesco Tabora regional office. A sample size of 30 was drawn. Convenience sampling and purposive sampling methods were adopted in selecting a sample size because it was easy to reach the respondents and based on the subjective judgment of the researcher. Furthermore, the main instrument which was used in collecting data was questionnaire method since it keep large amount of information and relatively easy to analyse during data analysis.

Moreover, the study recommends that since motivation factors like attractive salary, training and good working environment to any employees is very essential, it is important for employers to value it because it motivates employees to perform their work hard with efficiency and effectiveness.

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CHAPTER ONE

1.0 Introduction

This chapter describes the background information of the research problem, statement of the problem, objectives of the study, and research questions. Finally, it explains the significance of the study and the scope of the study.

1.1 Background of the Study

Motivation is the driving force which allows an employee to take action on his/her desires or goals (Patrick, 2008). In Tanzania it was noted that employees have been facing various challenges especially on the working environments, salaries and job security. As a result of these, job performance in working place has been going down (Simons, 2006).

Motivation is the force that makes employees choose a particular job, stays with that job for longer period, and work hard. In other words, people exert efforts hoping that their needs will be satisfied (Kalim, 2010). Employee's motivation is very significant since the employees expect good working conditions, fair pay, fair treatment and being involved in decision making. These factors are not fairly given to employees in local governments in Tanzania (Patrick, 2008). These expectations vary from organization to organization. For the organization to resolve these challenges, an understanding of employees' motivation is required (Kalim, 2010). As noted by Thomson (2006) that extrinsic motivation such as money can highly motivates employees and therefore help to improve services delivery in both public and private sectors.

However, Herzberg (1968) argues that, money is not a motivator, It is an hygiene factor. Furthermore what is done to or for people to motivate them are of many types. Therefore motivation is very essential issue that can raise morale of employees in an organization. Without motivation employees cannot deliver the required outputs (Adams, 2002). In view of the factors above the present study therefore, attempts to find out, the impact of motivation on employee performance as a case study of Tanesco Tabora Regional Office.

1.2 Statement of the problem

Motivation is one of the vast challenges facing many public institutions including TANESCO in Tanzania (Armstrong, 2006). According to Patrick, (2008) lack of motivation among employees is the major factor of poor job performance in Tanzania. For example in TANESCO poor services delivery is linked by lack of motivation among employees (Allan 2008).

The employee's motivation is a key factor towards job performance and services delivery in any organization or institution. Motivation has been a hallmark of productivity and job performance in every organization. This situation has been a stumbling block towards provision of services by employees in Tanzania. By identifying this, several measures have been taken by the government to improve motivation to her employees such as training opportunities, seminars, salary increment as well as incentives like housing and transport allowances.

Following this situation, lack of adequate motivation was reported in Tanzania to influence poor employee's performance in working areas, Toga D, (2011). This is connected with low monthly salary and poor working environment in most of public offices which results to job dissatisfaction among employees and ultimately employees resigns their employment.

Furthermore empirical evidence by (Chambuko, 2008); Adams, (2002) noted that most of employees in Tanzania are doing poorly due to inadequate in-service training provided by their employers and also little salaries which are paid to them. Thus, this results to shifting of employees from one office to another. Therefore, the purpose of the current study is to assess the impact of motivation on employee performance in Tanzania as a case of Tanesco Tabora Regional office.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study is to assess the impact of motivation on employee performance in Tanzania.

1.3.2 Specific Objectives

- i. To assess the relationship between the available motivation packages and employees performance in the study area
- ii. To identify and describe motivation packages available in the study area.
- iii. To assess how employees' motivation affect working performance.
- iv. To find out how PDP Bonuses influencing employees performance in the study area.

1.4 Research Questions

- i. How does motivation influence the employees' performance at Tanesco Tabora Regional office?
- ii. What are the motivation packages available in the study area?
- iii. How employees' motivation does affect working performance?
- iv. How does PDP bonuses influence employee's performance in working areas?

1.5 Significance of the Study

- i. This study will make a number of contributions to different organizations, policy makers, Human Resource Managers, present employees and the future ones. The study will help local top management to understand motivation drives that influence employees perform better in their jobs.
- ii. Furthermore, this study will help the managers/administrators to understand the needs of their employees and, hence maximize employee effectiveness and efficiency in order for the institutions/companies to gain a competitive advantage.

- iii. Also, the study hopes to provide a concrete context for discussion about what can be done to ensure regeneration of employee's capability in delivering public services.
- iv. The study will also help the researcher for practical fulfillment for Masters degree and wide the knowledge of motivation matters to employees in working areas hence increase effectiveness and efficiency.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the definition of the key terms, sources of motivation, theoretical orientation of the study, the conceptual framework of the study, the empirical analysis of the study, critical review of literature together with literature related to the variables and objectives of the study. The review of related literature focuses mainly on the employees' motivation and the impact of motivation on individual employee performance in various working places.

2.1 Definition of key terms

2.1.1 Motivation

Motivation has been defined as an internal drive to satisfy an unsatisfied need (Higgins, 1994 in Lindner, 1998). Motivation is defined by Robbins (1993) as the “willingness to exert high levels of effort towards organizational goals conditioned by the effort's ability to satisfy some individual needs”. This implies that the satisfaction of individual needs contributes to the sets of behaviour they exhibit in an organization. Butkus and Green (1999), motivation is derived from the word “motivate”, means to move, push or persuade to act for satisfying a need. Baron (1983) defines motivation in his own right. He says that “Motivation is a set of process concerned with a kind of force that energizes behaviour and directs it towards achieving some specific goals.

Many writers have expressed motivation as a goal directed behavior. This objective nature of motivation is also suggested by Kreitner and Kinicki (2001) who put forward that motivation represents “those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed”. In other terms, a motivated person has the awareness of specific goals that achieved in specific ways; therefore he/she directs his/her effort to achieve such goals (Nel et al., 2001).

2.1.2 Organization performance

According to Chen (2004) performance refers to the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

2.1.3 Employee performance

Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. According to Yang (2008), performance of the individuals cannot be verified. Similarly he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable (Yang, 2008).

In line with Yang (2008) and Bishop (1987) investigated employee performance and revealed that acknowledgment and recognition and reward of performance of employees direct the discrimination between employee productivity. Moral and productivity of employees is highly influenced by the effectiveness of performance of an organization and its reward management system (Yazıcı, 2008).

According to Ahmad, (2012) customer would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied. Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Shafiqhi, 2013).

2.2 Theoretical review

Various motivational theorists such as Abraham Maslow's (1979) hierarchy of needs which provided insight into personal behaviour patterns have been extensively researched. Other influential research has been conducted by Frederick Herzberg (1993) who looked at work satisfaction, and Douglas McGregor (2008) whose theory x and y suggests management styles that motivate and de-motivate employees.

In order to understand what motivates employees and how employees should be motivated, content theories like Maslow's hierarchy of Needs theory, MacClelland's Need theory, Vroom VIE theory, Adam's equity theory, ERG theory, Herzberg's two factor theory and modern theory of motivation were chosen as the most appropriate to be researched for the topic under review. Abraham Maslow's hierarchy of Needs theory and Mac Clelland's Needs theory forms the basis of this study under review.

2.2.1 Maslow's hierarchy of needs theory

Needs form the basis of Abraham Maslow's theory of employee motivation (1943); since motivation starts with needs, therefore it captures wider area of employee motivation due to the fact that human beings is controlled by his personal needs. A need is something that a person requires. Satisfaction occurs when needs are fulfilled, and motivation is the attempt to satisfy a need (Aldag, 2002).

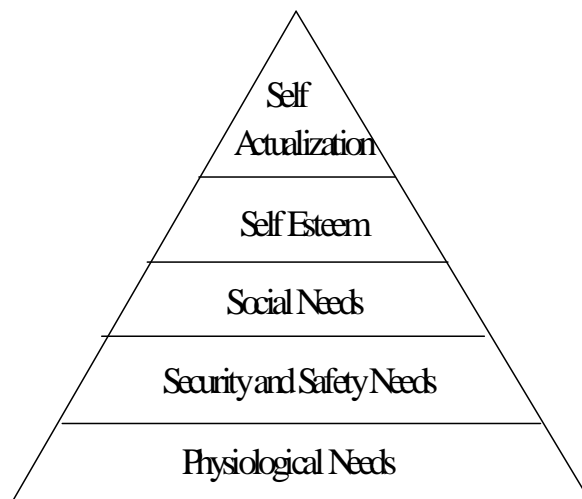
One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator. Maslow's hierarchy of needs consists of five levels that are generally depicted as pyramid. Listed from the lowest level of needs to the top, they are the following: physiological needs; security and safety needs; esteem needs; social needs; and self-actualization needs. Lindner, (1998).

The person then seeks a higher level of need satisfaction. The theory also indicates that money's power to motivate a person is limited. Drummond, (2000).

As each of these needs is substantially satisfied, the next need becomes dominant. From the standpoint of motivation, the theory would say that although no need is ever fully gratified, a substantially satisfied need no longer motivates. So if you want to motivate someone, you need to understand what level of the hierarchy that person is on and focus on satisfying those needs or needs above that level.

Maslow's need theory has received wide recognition, particularly among practicing managers. This can be attributed to the theory's intuitive logic and ease of understanding. However, the research does not validate this theory. Maslow provided no empirical evidence and other several studies that sought to validate the theory found no support for it. In fact, Maslow's hierarchy of needs is depicted as pyramid as shown below in figure.

Figure 1: Maslow's Hierarchy of Need



Source: Maslow's theory (1943)

Maslow's theory can be a useful tool for employers in planning and determining the kinds of rewards that can be more effective in motivating employees. The most important thing is to value every employee as an individual and also to understand that employee's needs may differ from time to time. Therefore, it must be put into consideration that employers have responsibility of reassessing their employees regularly to find out whether the employees lack their needs in their working places.

Maslow (1943) suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include

physiological, security, belongings, esteem and self-actualization needs. According to him, a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated to fulfill those needs. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves “up” the hierarchy and seek to satisfy security needs. This process continues until finally self actualization needs are satisfied.

According to Maslow (1943), the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much a contribution to productivity hence difficulties in meeting organizational goals. This theory is applicable in this study because the theory can be a useful tool for employers in planning and determining the kinds of rewards that can be more effective in motivating employees.

2.2.2 McClelland’s Need Theory

Also, David McClelland (1961) through his Needs theory portrays that any human being is controlled by three needs which are: Need for power, Need for Affiliation, and Need for Achievement. Basically, people for high need for power are inclined towards influence and control. They like to be at the center and are good orators. They are demanding in nature, forceful in manners and ambitious in life. They can be motivated to perform if they are given key positions or power positions. In the second category are the people who are social in nature. They try to affiliate themselves with individuals and groups. They are driven by love and faith. They like to build a friendly environment around themselves. Social recognition and affiliation with others provide them motivation. People in the third area are driven by the challenge of success and the fear of failure. Their need for achievement is moderate and they set for themselves moderately difficult tasks. They are analytical in nature and take calculated risks. Such people are motivated to perform when they see at least some chances of success.

McClelland (1961) observed that with the advancement in hierarchy the need for power and achievement increased rather than affiliation. He also observed that

people who were at the top, later ceased to be motivated by this drive. Since McClelland's first experiments, over 1,000 studies relevant to achievement motivation have been conducted. These studies strongly support the theory in these three areas.

According to McClelland (1961), the presence of these motives or drives in an individual indicates a predisposition to behave in certain ways. Therefore, from a manager's perspective, recognizing which need is dominant in any particular individual affects the way in which that person can be motivated. The status of McClelland's theory is however questionable. It is unclear how some of the measures in this theory correlate with one another and how motives have been translated into goals.

Ackerman (2004) in Landy and Conte (2007) propose that motivation and performance can actually change over time since one's personality and cognitive abilities change with time, this theory is applicable in this study because it will reveal to identify the extent to which the organizational performance is linked with motivation.

2.2.3 Personality Theory

Maslow's need theory suggests that people value what they need (Locke and Latham, 2004), while personality is a comprehensive construct and motivation is a fundamental aspect of behaviour. Motivation is an individual characteristic, but it arises from both within the individual, for insistence personality, and environmental conditions. Several personality traits are relevant to job performance and may affect the individual's ability to perform a task (Spector, 2000). This shows how closely personality and motivation are related.

The theories of personality are therefore in large part of motivation theories (Ewen, 1980). Personality can therefore be defined as an individual's behavioural and emotional characteristics that are found to be stable over time and in various situations (Conte, 2007). Personality- based approaches to motivation have always

had strong supporters (Locke and Latham, 2004). McClelland and his colleagues made the strongest case for the role of personality in motivation.

2.2.5 Equity Theory

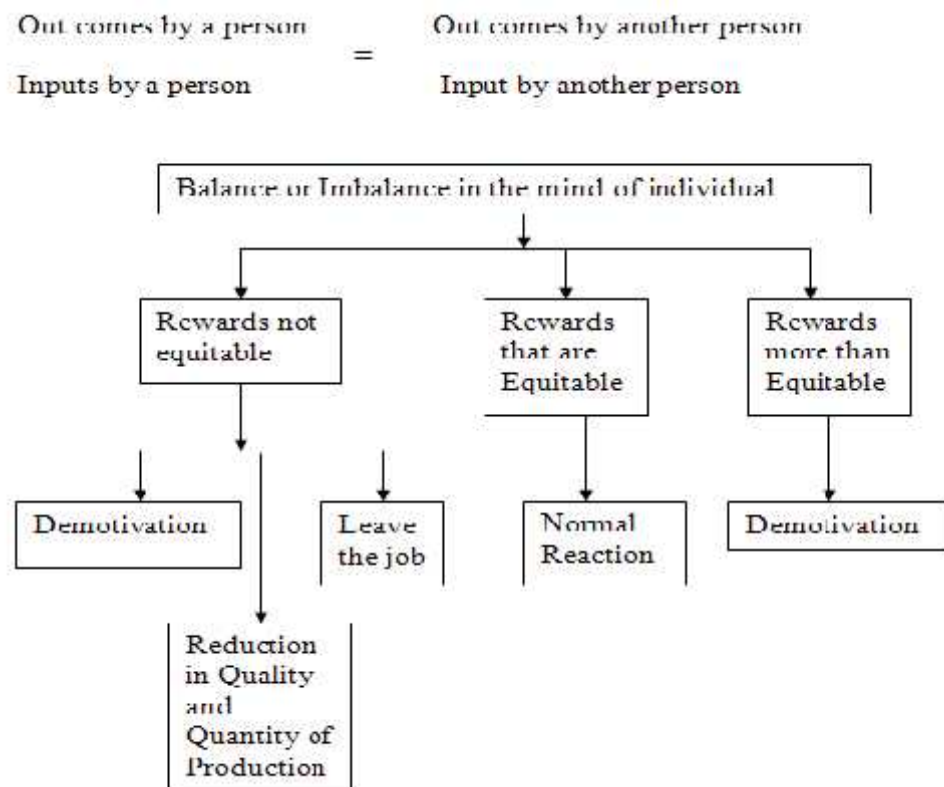
Adams's equity theory emphasizes that employees have a need for fairness at work and value placed on their contribution at work. The willingness of the employees to be part of the organization depends on motivational factors such as achievement, recognition, the work itself, responsibility, advancement and growth. Hygienic factors include; supervision, working conditions, interpersonal relationship, pay and job security. Company policies and success of the organization depend on the evaluation of the fairness, or impartiality, of the rewards they will receive. In a reasonable situation, an employee receives rewards relative to the contribution he or she makes to the organization. Employees are motivated to preserve a balance between what they observe as their inputs or assistance and their rewards as compared to others (Robbins 2005).

According to Adam's (1996) inputs such as skill, tolerance, determination and enthusiasm, assistance given to other employees, experience, sacrifices made can be defined in many ways other than the number of hours spent at work. Meanwhile, output is not the remuneration received for the task done, rather it comprises the various types of financial and non-financial rewards such as recognition for the work, appreciation from co-workers, promotions received. Thus, for an employee to feel secured there needs to be a cohesive balance between inputs and outputs. Decision-makers within the organization should endeavor to prevent problems of equity by ensuring that rewards are fairly distributed on the basis of performance and that employees clearly understand the basis for their pay inclusive of benefits (Edward's 1999).

Balance theories assume that people have a set of beliefs in which they strive to maintain a balance. Imbalance is a source of motivation to achieve balance (Edwards, 1999). Adam's equity theory is probably the most thoroughly developed statement on how people evaluate a social exchange relationship. Equity theory states that people are motivated to achieve a condition of equity or fairness in dealing

with the people at work and the organization (Spector, 2000). As per the equity theory of Stacey Adams, people are motivated by their beliefs about the reward structure as being fair or unfair, relative to the inputs. People have a tendency to use subjective judgment to balance the outcomes and inputs in the relationship for comparisons between different individuals.

Figure 2: Adam's Equity Theory



Source: Edwards, P (1999)

If people feel that they are not equally rewarded they either reduce the quantity or quality of work or migrate to some other organization. However, if people perceive that they are rewarded higher, they may be motivated to work harder. People calculate how much they are investing in their work (for example, training effort) and what they are getting out of it (for example, compensation, promotion) (Landy

and Conte, 2007). Inputs are the factors being brought into the job and include effort, skills, education, training, experience and seniority. Outcomes represent the results of working at the job and include feelings of accomplishment, pay and benefits and social status of the job (Edwards, 1999). Employee compares their outcome input ratio with those of the other employees.

A state of equity exists when the ratio of one employee is equal to that of other employees. When this happens, fairness has been achieved (Robbins, 2005). However, tension is created when the employee realizes inequality in the ratio relative to others. This tension serves as the basis for motivation (Robbins, 1993 in Ramlall, 2004). According to Adams, organizations should develop reward systems that are seen to be fair and equitable, and use a reward system consistent with what the employees believe their value to be to the organization (Ramlall, 2004). This theory is applicable in this study because it shows that employees can be highly motivated when they are treated equally in the organization.

2.2.6 Rewards

When rewards are given to those who achieve high performance, they can become an important instrument to encourage the continuance of the desired behaviour (Locke and Latham, 1990). In the work place, external rewards include incentives, benefits and other monetary forms of rewards. Such external rewards are normally used by managers as motivators. However, Herzberg (1968) argues that motivation comes from work itself and these external rewards are merely just satisfiers or dissatisfiers (Bowen, 2000). Managers who feel that their employees have a lack of motivation should reassess the reward systems being used in the company (Robbins, 2003). Managers must maintain a balance between the employee's base pay, benefits and other external rewards. These provide employee with a reward programme that is fair, competitive and measurement-based. Once employees are motivated, they will be able to fulfill the customer's needs and together achieve the company's goal (Bowen, 2000).

However, not all rewards are external. Internal rewards can occur as a result of a sense of accomplishment, attaining a level of excellence and success or making

progress towards a goal. Higher satisfaction is experienced when the success is attributed to the individual rather than to external factors. Difficult goals may lead to higher levels of satisfaction than easier goals because they are attained less frequently (Locke and Latham, 2004). This theory is applicable in this study because it shows that rewards such as pay, benefits and other external rewards play role in employees' motivation in workplaces.

2.2.7 ERG Theory

ERG theory groups human needs into three broad categories: existence, relatedness, and growth. (Notice that the theory's name is based on the first letter of each need). Relatedness needs refer mainly to Maslow's belongingness needs. Growth needs correspond to Maslow's esteem and self-actualization needs.

Existence needs include a person's physiological and physically related safety needs, such as the need for food, shelter, and safe working conditions. Relatedness needs include a person's need to interact with other people, receive public recognition, and feel secure around people (i.e., interpersonal safety). Growth needs consist of a person's self-esteem through personal achievement as well as the concept of self-actualization presented in Maslow's theory.

ERG theory states that an employee's behavior is motivated simultaneously by more than one need level. Thus, you might try to satisfy your growth needs (such as by completing an assignment exceptionally well) even though your relatedness needs aren't completely satisfied (Conte, 2007).

ERG theory applies the satisfaction-progression process described in Maslow's needs hierarchy model, so one need's level will dominate a person's motivation more than others. As existence needs are satisfied, for example, related needs become more important. Unlike Maslow's model, however, ERG theory includes a frustration-regression process whereby those who are unable to satisfy a higher need become frustrated and regress to the next lower need level. Armstrong, (2001).

For example, if existence and relatedness needs have been satisfied, but growth need fulfillment has been blocked, the individual will become frustrated and relatedness needs will again emerge as the dominant source of motivation. Although not fully tested, ERG theory seems to explain the dynamics of human needs in organizations reasonably well. It provides a less rigid explanation of employee needs than Maslow's hierarchy.

Human needs cluster more neatly around the three categories proposed by Alderfer than the five categories in Maslow's hierarchy. The combined processes of satisfaction-progression and frustration-regression also provide a more accurate explanation of why employee needs change over time. Overall, it seems to come closest to explaining why employees have particular needs at various times. Lindner, (1998).

2.3 Empirical study

Motivation in this context is thus described as the economic tool that enables managers and administrators to contract others to achieve stated or agreed targets. According to Taylor et al (2008) stated in his research that entitled assessment on factors that influencing teacher's performance. The study used questionnaire technique whereby 86 respondents were involved. Data were analyzed by using Statistical Package for Social Science SPSS whereby the study suggested that that no single individual person can motivate others but can only create conditions for others to be self-motivated.

Motivated employees tend to play essential roles within an organization whereby making them essential and beneficial. Motivating employees according to Sanzota (1997) is thus not an easy task. Employees are likely to be motivated in diverse ways taking into consideration their various positions or ranks within the organization. For example an employee may be motivated when entrusted with many responsibilities and being allowed the freedom to take contingency decisions whilst another may prefer monetary rewards.

In order for employees to be efficient, it is necessary for management to understand what actually motivates their employees within the environment of the roles employees perform. This is basically due to the fact that strategies involved in the process of employee motivation are considered not to be static. Additionally, as employees draw closer to retirement, the delight attained in work satisfaction becomes more of a de-motivator (Roberts, 2005).

However, Maryam, (2013) several factors are involved in the life of any organization; the most important of these factors include labor, machinery and Capital, among these factors, the most important and most effective is labor or human resources, because labor is the creator source for efficiency of machinery, capital, materials, and the other factors. Today, one of the major problems of organizations is to develop techniques that bring the will and interest for success to employed personnel in the organization.

However, job performance also depends on individual capability and environment fitness as well as motivation. To reach a higher level of motivation, an individual should firstly decide to do a job, and the proper materials and tools must be provided for him/her to perform the work. Absence of each of these contexts will harm the performance, thus the manager shall ensure that the above conditions are provided.

Searching in the field of motivations replies the questions about human behavior. Regarding the different motives, people do things differently. Even in the case that the individuals have the same motives, motivation intensity of different individuals differs from each other, which is due to personal distinctions.

Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, and determines the form, direction, intensity and duration of a work-related behavior (Latham and Pinder, 2005).

Motivation is an internal state and force, which encourages the individual to take a specific action. What is considered to be important as a motivation for a particular individual or group may be not important for another individual or group. In other words, the individual him/herself and the context in which he/she operates are the

most important factors affecting on motivation (Gandalf, 2005). Studied the effect of work motivation on employees' job performance' whereby the results discovered that employees have affected by motivation as a result it created a positive work environment and to successfully execute the anticipated programs.

2.4. Performance Development Programme Bonuses

Performance Development Programme Bonuses are the bonuses which are offered by Management of Tanesco to its staff after achievement of goals and targets outlined under the Performance Development Programme [PDP]. This programme has four main categories which are being considered during evaluation process which entails to know whether goals and objectives have been achieved or not. Each category has major successes and achievements, notable innovations, main challenges, failures and emerging issues. The major categories of Performance Development programme are as outlined and briefly explained below

2.4.1 People Perspective

This category is concerned mainly with staff of the company. Their performances are evaluated each month in relation to other categories. These are the main drivers and engine to achieve goals and targets of other categories. Some of the focuses on this category is to counsel employees identified as Vishoka and poor performers to improve their behaviour as well as rewarding employees who perform well on monthly basis. Rewarding employees tends to improve their work morale

2.4.2 Technical Aspects

Major concerns under Technical Perspective is to reinforce Revenue protection team, Creation of Public awareness on planned and unplanned outages, installation of Smart Meters, Improved power quality by ensuring connection by using PG Clamps, Connection of customers within 7 days for customers within 30 meters route length as well as training of Technical staff and reducing power outages by improving line maintenance to some areas. These concerns are used by Company Management when evaluating Performance Development Programme targets

2.4.3 Customer Perspective

Under customers' Perspective the main intention is provision of higher Quality services to company customers. Main targets under this Perspective includes reduction of Customer Complaints, Increased number of customers, provision of timely and correct bills and using various media to communicate with customers with regards to planned or unplanned outgoes

2.4.4 Financial Perspective

The key issues used during evaluation of Performance Development Programme in determining as to whether to issue Bonuses or not to company's staff includes timely billing and delivery, Luku roll out availability, Payment of creditors through First In First out [FIFO] Method, Sensitization of customers on timely payments of Bills, Improved Revenue collections as well as Sensitization of Interest waiving to customers with long time outstanding debts.

2.5 Knowledge gap

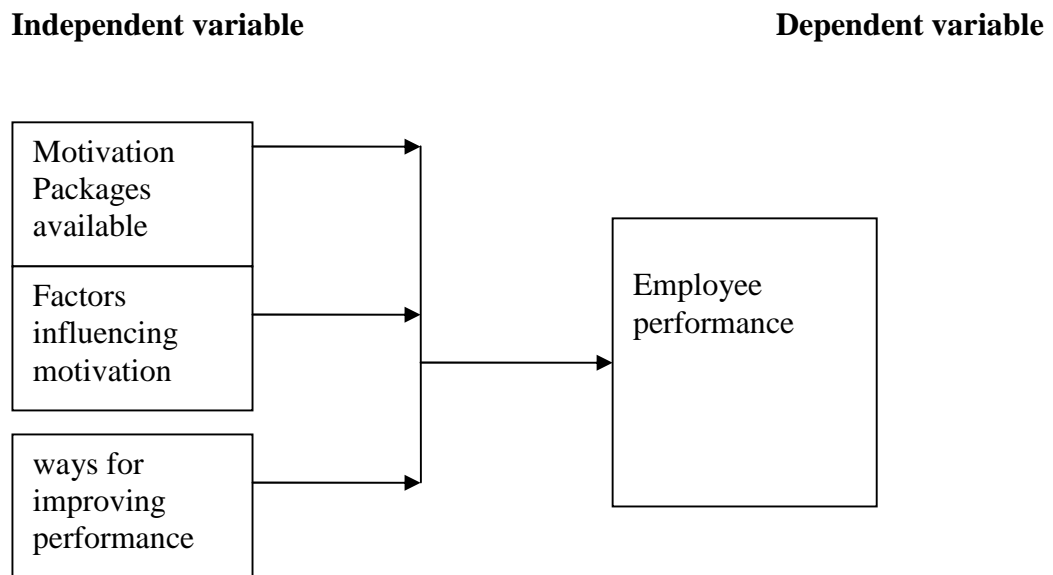
Many studies indicate that there are links between employees' performance and motivation. In order to meet organization targets, some institutions need to motivate their employees .A simple statement, almost self-evident in any organization, yet it has probably caused more controversy, applied research and practical advice than any other assertion in the history of management writing and thinking (Kavanagh, 1997).The assessment on the impact of motivation on employee performance in Tanzania helps the business to grow, fill in vacant position, prepared employees for training and development. There is no documented evidence indicating that the same study was done in Tanesco Tabora Regional office. Therefore findings ,conclusion and recommendations from this study will cover this gap under study

2.6 Conceptual frame work

It is narrative outline or diagrammatic presentation of variables to be studied in hypothetical relationship between and among the variables (Smyth, 2004); therefore

it shows the relationship between dependent and independent variables. Conceptual framework shows hypothetical view on the impact of motivation on individual employee performance, as a case study of Tanesco Tabora Regional office.

Figure 4: Conceptual frame work



Source: Researcher, (2015)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents research methodologies to be used in this study. It describes the study area, research design, sample and sample size, sampling procedures, data collection methods, validity and reliability as well as data analysis plan for data presentation.

3.1 Study area

The research was conducted at Tanesco Tabora Regional office. Tanesco Tabora Regional office was chosen because it is one among the public institution that can be accessed easily by the researcher. Also it is because there is allegation that Tanesco is not performing better because employees are not motivated. Thus this study wishes to carry out this study at Tanesco Tabora Regional office to testify the facts

3.2 Research design

According to Aaker et al, (2002) research design is detailed blue print used to guide a research study towards its objectives. By this definition, a research design detailed plan of work done to achieve the research objectives.

A case study design was employed so as to describe and explain conditions of the present study by using many subjects and questionnaires to fully describe a phenomenon. The reason behind of using this kind of design is because it provide information about a particular subject that would not be possible to acquire through another type of experimentation as it focus on and gather in depth information about a specific person, group, community or event, Kothari, (2004)

3.3 Study population

Population is a group of individuals, objects or items from which measurement are taken (Tromp, 2006). The study population involved 30 staff, whereby 25 population were from Tanesco employees and the other 5 population were from managerial level. This enabled the researcher to identify and focus population at the field.

3.4 Sample size and sampling techniques

3.4.1 Sample size

The study used a sample of 30 respondents for collecting necessary information in the study area whereby normal staff were be 25 and 5 key informants. The reason for selecting such sample size is due to budget constraints.

3.5 Sampling technique

3.5.1 Convenience sampling

The study used convenience sampling technique to select normal staff. Convenience sampling is a specific type of non-probability sampling method that relies on data collection from population members who are conveniently available to participate in study.

3.5.2 Purposive sampling

The study selected all key informants based on their role of providing insight information that were not be provided by other respondents. The researcher through this technique was able to obtain enough information about the phenomenon under the study.

3.6 Data collection techniques

Data collection techniques refer to secure information from individual for survey research purpose (Kothari, 2004). The study depended on primary data collected from the staff and some secondary data. The primary data was collected from the

field survey using questionnaires and interview schedules. The questionnaires comprised both close-ended and open ended questions. These formed the basis of the analysis of the study. The researcher went to various departments within Tanesco Tabora regional office and handed the questionnaires to the various respondents. The secondary data was sourced from the audited reports.

3.6.1 Questionnaire method

A questionnaire is a formatted set of questions that is drawn up to meet the objectives of the study. Kothari, (2004). Questionnaire method was used to collect data. Data were collected from thirty (30) respondents. Questionnaires were distributed to respondents who are working within Tanesco Tabora Regional office. Because the study was using questionnaire method to collect primary data, the researcher used administered technique to collect data. Respondents were asked questions and then the researcher fill in the respondents in the questionnaire. The questionnaire comprised open and ended questions

3.6.2 Interview method

This method was administered face to face with Tanesco workers in Tabora Regional office. During the interview, probing questions was applied to get deeper information from respondents. This method was useful as it helped to collect the required information and to understand different people's perception on the topic under study and was suitable for intensive investigation Kothari (2004).

This was done by conducting 10 face to face interviews with Tanesco workers in Tabora Regional office. The researcher interviewed respondents in order to find out what they do feel or think about the impact of motivation on individual employee performance and this made it easier to compare answers further helping to inform the study. The tool was also permit the researcher to ask more complex and follow up questions which were not possible in the questionnaires. The interviews helped the researcher to take account of non verbal communications.

3.6.3 Observation Method

Observation was made during data collection in order to understand the physical of the study area, whereby the motive behind adopting observation, firstly, subjective bias is eliminated if observation is done accurately. Secondly, the information obtained under this method data were related to what is currently happening; thirdly, it is relatively less demanding of active cooperation on the side of respondents.

3.6.4 Secondary data methods

Secondary data refer the data collected by someone other than the researcher. Common sources of secondary data for social science include censuses, organizational records and data collected through qualitative methodologies or qualitative research. Primary data, by contrast, are collected by the investigator conducting the research (Kothari, 2003).

Secondary data analysis saves time that would otherwise be spent collecting data and, particularly in the case of quantitative data, provides larger and higher-quality databases that was unfeasible for any individual researcher to collect on their own. In addition, analysts of social and economic change consider secondary data essential, since it is impossible to conduct a new survey that can adequately capture past change and/or development. So due to those techniques used for secondary data collection as explained here under:

3.7 Documentary review

In this study, documentary review as a method of data collection was employed. Various documents were used to obtain relevant information about the study. In this method, the study composed by documentary review, news reports from different sources such as internet and newspapers, reviewing related literature such as journals, previous studies, website referencing, and other relevant documents. This method used in order to help the researcher to obtain enough and relevant information about the study from various relevant documents on the impact of motivation on individual employee performance in Tanesco Tabora Regional office.

3.8 Data analysis methods

The obtained data were analyzed qualitatively as well as quantitatively to ensure consistence and better estimate on the impact of motivation on individual employee performance.

3.8.1 Qualitative data analysis

The study analyzed data descriptively. This was mainly for specific objective one to three. The study interpreted the functions using non numerical approach.

3.8.2 Quantitatively data analysis

Quantitative data were coded to facilitate data entry in a computer. Collected data were analyzed by using Statistical Package for Social Science (SPSS). The study used percentage and frequencies to analyze socio economic characteristics of respondents to assess influencing motivation on employee especially at Tanesco Tabora Regional office.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents discussion of the findings from the study. It is divided into two main parts. The first part presents socio-economic characteristics in two groups of respondents. The social characteristics are sex, age, education level and occupation of the respondents, on the impact of motivation on individual employee performance as a case study of Tanesco Tabora. The second part of the chapter, discusses the findings on the impact of motivation on employee performance.

4.2 General Characteristics of Respondents

The study wanted to assess general characteristics of respondents by looking different variables so as to understand the kind of respondents that have been mate during the study. The findings are explained in table 4.1 below:

Table 4.1 Respondents distribution by Sex

Gender	Frequency	Percentage
Male	17	57
Female	13	43
Total	30	100

Source: Field survey, 2015

4.2.1 Gender Distribution

Table 4.1 above shows that, there is more number of men than women working in Tanesco, Tabora. Thus demonstrated that, majority of men prefers working in this field than women. Also men exceeded more than 50% in comparison with women employed by the Tanzania electric company. So in this case there is no equal opportunity between these genders in this field. This implied that despite the government efforts towards gender equality, in some working stations there is no

gender balance between employees.

Table 4.2 Age of the respondents

Age ranges	Frequency	Percentage
18-28	1	3
29-38	12	40
39-48	5	17
49+	12	40
Total	30	100

Source: Field survey, 2015

According to the table 4.2 above, many respondents' were in between 29 to 38 years of age, the age, others who ranges 39-48 years were 12 (40%) while those who had 39-48 years of age were 5 equivalent to 17% and the remaining 12 (40%) of the respondents were above 49 years and they are approaching retired age.

Table 4.3 Marital status

Responses	Frequency	Percentage
Single	5	17
Married	20	66
Widow	2	7
Divorced	3	10
Total	30	100

Source: Field survey, 2015

According to the findings in the table above the study depicts that employees had different status whereby some of them were single, others were married and others divorced while others were widow.

Table 4.4 Education of the respondents

Education level	Frequency	Percentage
Secondary	7	23
Certificate	3	10
Diploma	12	40
Degree	8	27
Total	30	100

Source: Field survey, 2015

According to the Table 4.4 above, the study involved different respondents with different level of education as follows, Secondary education level, 7 equivalent to 23 percent, certificate level 3 equivalent to (10%) of the respondents, those who were having Diploma level of education were 12 (40%) respondents and the remaining respondents were having bachelor degree level were 8 equivalent to (27%) respectively, according to the revealed data it showed that majority of respondents working at Tanesco Tabora are having diploma level followed by degree level. However, those with certificate and secondary levels of education are few.

Table 4.5 Working experience of the employees

Working years	Frequency	Percentage
1-5 years	8	27
6-10 years	7	23
11-20 years	3	10
21+	12	40
Total	30	100

Source: Field survey, 2015

The study intended to see how long the respondents have managed to survive in working with the electric company, whereby according to the collected data, 8 respondents have been working in the company in between 1-5 years, while those who have worked in between 6-10 years were 7 respondents and those who have worked in the company between 11-20 years were 3 respondents equivalent to 10% and the remaining 12 respondents equivalent to 40 percent have been working at the company for more than 20 years.

Furthermore, the table above showed that, the large number of respondents have been working at least between 6 years and 21 years where as 22 respondents out of 30 respondents worked in the field for long time.

Table 4.6 Performance of employees in their working area

Motivation packages	Frequency	Percent
Agreed	18	60
Disagreed	12	40
They don't know	8	27
Total	30	100

Source: Field survey, 2015

The analysis was done to determine motivation packages available and their influence on workers performance, whereby the majority of the respondents who were 18 equivalent to 60.0% agreed that they performs well through motivation packages they obtain, while other 8 (27%) respondents disagreed with the motivation getting and the remaining 4 (13%) respondents said that they don't know about motivation but what they know is to perform their daily activities at work.

Table 4.7 Motivation packages available in the study area

Motivation packages	Frequency	Percent
Provision of Transport Allowance	10	33
Provision of housing allowance	12	40
Performance development	8	27
Total	30	100

Source: Field survey, 2015

According to the study, 10 (33%) of the respondents mentioned transport allowance as one among the motivation packages offered by Tanesco in Tabora Regional office, they call it motivation package because such allowances assisted them not only in transport but also other economic activities, while 12 of the respondents' equivalent to (40%) said that they are given housing allowances as motivation package as it foster them to perform their work on time as being assigned by their supervisors, effectively and efficiently and the remaining 8 respondents' equivalent to 27% respondents argued that they have been awarded performance development programme (PDP) as allowances and it encouraged them to work hard and meet the company's target as indicated basing on the financial year.

4.3.1 Other motivation packages

According to the survey conducted revealed further that, Tanesco in Tabora Regional office employees are given better salary, provision of education allowance to employees' children, provision of health services freely and other as they etc

4.3.2 Better Salary

Employees who managed to answer the questionnaire argued that, Tanesco provides better salary to them due to the fact that the package of salary given to them enables them to fulfill their basic needs depending on their life style.

4.3.3 Provision of education allowance

Respondents said that provision of education allowance to them is a kind of motivation as it allows them to widen their mind, an opportunity which they think it is only be available in the electric company.

4.3.4 Provision of health services freely

Results revealed by the respondents' shows that, majority of them have said that provision of health services free is a motivation because not all companies are providing free medical attention to its workers/employees.

4.4 Description analysis on how motivation package influenced employees' performance in the study area.

The results revealed that, 63.0% of the respondents said that from the motivation package they are self developed and interested with their work as well, while 37.0% said that the motivation package harmonize working environment, as shown in the Table 4.3 below.

Table 4.8 Description on how motivation package influenced employees' performance

Responses	Frequency	Percent
Attractive salary	19	63
PDP bonus	11	37
Total	30	100

Source: Field survey, 2015

The study carried out revealed that, motivation packages influenced employees to perform their duties and tasks with high morale, efficiency and effectiveness. Furthermore Attractive Salary and PDP bonus as would be explained below

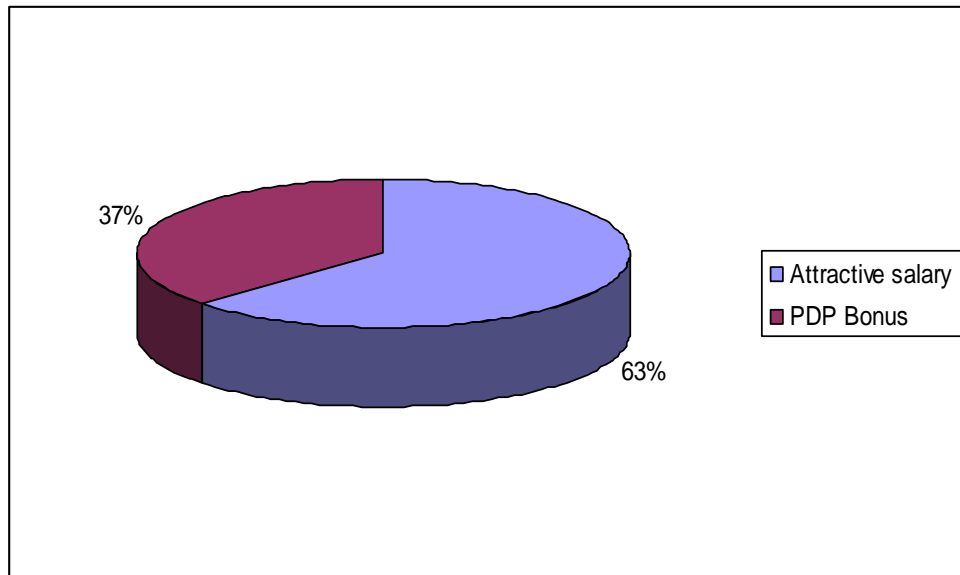
influences loyalty, job satisfaction and the many associated working novelties. Attractive Salary had 63% where as PDP Bonus had 37% of the study carried out

Moreover, according to the study attractive Salary influence employees to perform their tasks according to their job descriptions, respondents who mentioned attractive salary as one among the factors influencing employees' performance were 19 equivalent to 63%. The theory of Abraham Maslow is agreed with the inner satisfaction of the employees because at each point of respondent's years with the company needs is met per the policy of the company. This indicates that there is a good relation between motivation in terms of Attractive Salary and employees' performance for Tanesco. This supports Daschler and Ninemeier (1989), findings that employees are working to satisfy their basic needs, for survival, be economically secured, get self fulfilling among others. Attractive Salary facilitated satisfaction to employees.

Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employee's motivation while Bonus to any employee is very important due to the fact that employee wants to satisfy its basic needs, linked to survival and security concerns and a 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) favourable job status. The respect amongst colleagues always promotes the employee co-existing in the office and this promotes cordial relationship with customers.

These findings is in agreement with the findings by La Motta (1995) who found out that an employee may still not provide better services if there is no motivation, and if an employee is motivated his or her job performance improves. So, this proves that motivation leads to better job performance which then leads to delivery of quality service in workplaces

Figure 4 Motivation package influence employee's performance



Source: Field survey, 2015

4.5 Description analysis on how PDP Bonuses influencing employees performance.

According to the study conducted at Tanesco, Tabora 17 (57%) of the respondents mentioned that finance is an incentive to Tanesco employee to meet targeted goal, while 9 respondents equivalent to 30% argued that PDP bonus is influencing team player among employees and the remaining 4 (13%) respondents said that through PDP bonus employees managed to perform their tasks well as shown in the table below:-

Table 4.9 Analysis on how PDP Bonuses influencing employee’s performance.

Responses	Frequency	Percent
Meet targeted goal	17	57
Team player	9	30
Perform well	4	13
Total	30	100

Source: Field survey, 2015

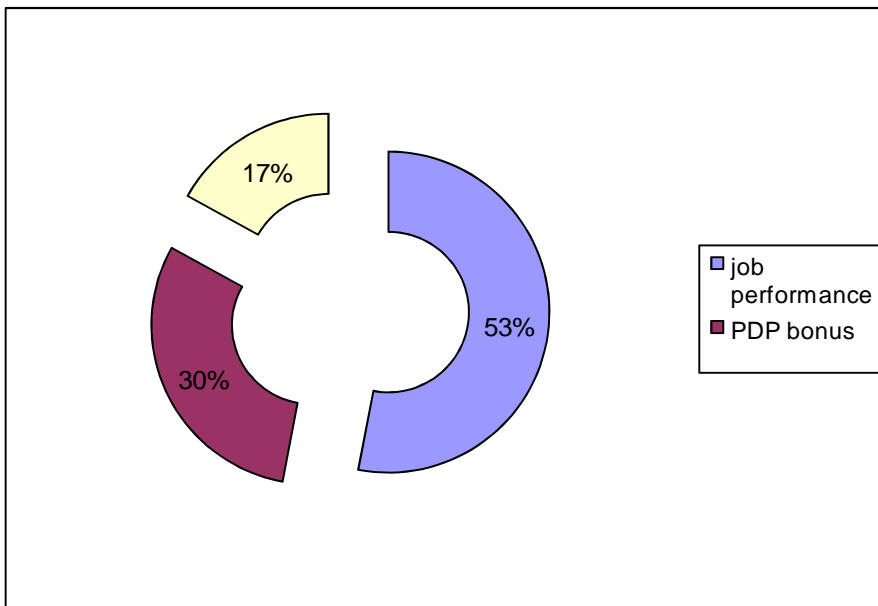
The study revealed that 17 respondents equivalent to 57% agreed that through PDP bonus they have been influenced to perform well and meet their targeted goal. This implies that motivation to any employee is very essential as it motivates them to perform accordingly to their job descriptions, along in the same line; respondents who mentioned team player were 9 out of 30 respondents admitted that they are working in a team because of PDP bonus as one among the motivation package offered by the company. It implies that through team work workers can cooperate and performs their tasks effectively while the remaining 4 (13%) respondents mentioned that they had been performing well because of the PDP bonus. The question was addressing the third objective of the research which states that to find out how PDP Bonuses influencing employees’ performance in the study area.

4.6 Link between PDP packages and employees performance

Another important factor to consider on the relationship between PDP packages and employees performance, is in consideration on whether it motivates workers/employees when performing their duties. It was revealed that most of the respondents 16 (53.0%) said it increases job performance while other 9 (30.0%) respondents responded that through PDP they are managed to work hard and accomplish their tasks on the required time and the remaining 5 (17.0%) said they

have been cooperated well when performing their duties all because of PDP, as shown in the Figure below:

Figure 5: Relationship between PDP packages and employees performance



Source: Field survey, 2015

According to the study carried out, it identifies that PDP packages and employees' performance are related to each other due to the fact that in order for the employees to perform well they need bonus. This implies that motivation to any employees is very essential as it motivates them to perform their work, while other respondents' revealed employees are working hard and perform effectively since they know that at the end they will be awarded bonus.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter presents a summary of the findings, draws conclusions and puts forward recommendations based on the research findings. The study assessed the impact of motivation on individual employee performance as a case study of Tanesco Tabora. The major focus was to determine the impact of motivation on individual employees' performance, the kind of motivation offered to employees and if they are satisfied with such motivation at Tanesco Tabora Regional office.

5:2 Discussion of the findings

According to the table one from chapter four, the researcher realizes that, 57.0% of respondents are men and 43.0% respondents are women, this realizes that it is unequal opportunity in job employment, so due to that, women should look employment opportunities in Tanesco as an important government agency which can employ them and improve their living standards as equal to men and as a result give equal opportunity in job employments to all gender.

Also the researcher analyzes that, the group's age of all respondents according to the table 4.2 as shown on previous chapter. It is explained that 60.0% of employees are aged 18-48 years. This age group is reasonable and well needed in employment implementation since it is young and still energetic. Further more in tables 4.3 and 4.4 respectively, the researcher focused on the marital status and education of employees they have before being employed.

The data shows that, 23.0% of the employees are having secondary education level, while those with certificate education level were 10.0%, respondents with Diploma level were 40% and the remaining 27.0% have degree level of education.

Moreover the analysis of data in table 4:5, explain the survival rate of employees at Tanesco whereas respondents have managed to survive in working with the electric

company, 8 respondents have been working in the company in between 1-5 years, while those who have worked in between 6-10 years were 7 respondents and those who have worked in the company in between 11-20 years were 3 respondents equivalent to 10% and the remaining 12 respondents equivalent to 40 percent have been working at the company for more than 20 years

5.3 Discussion on performance of employees in their working areas

Referring to the analysis of data in table 4.6 collected, the study identified motivation package available in Tanesco whereas the record shows 18 respondents equivalent to 60.0% filled questionnaire said that through motivation package they get they perform their work activities effectively and efficiently, other 8 (27.0%) respondents argued that through the available motivation package it influence them to perform their duties under minimum supervision and the remaining 4 (13.0%) respondents said that they are influenced with motivation package as a result they are working hard.

These results are relying to the theory of Abraham Maslow's Hierarchy of Needs (1943) was applied to offer an explanation of how motivation influence employees in the institution. In accordance with Maslow's theory, which was not specifically developed to explain behavior in the workplace, employees strive to satisfy their needs in a hierarchical order.

At the most basic level, an employee is motivated to work in order to satisfy basic physiological needs for survival, such as having enough money to purchase food. The next level of need in the hierarchy is safety, which could be interpreted to mean adequate housing or living in a safe neighborhood.

Although Maslow's theory is widely known, in the workplace it has proven to be a poor predictor of employee behavior. Maslow theorized that people will not seek to satisfy a higher level need until their lower level needs are met. There has been little empirical support for the idea that employees in the working place strive to meet their needs only in the hierarchical order prescribed by Maslow (Clayton, 1959).

5.4 Discussion on how is motivation package influencing employees' performance

The record shows that at figure 3: The investigation towards type of motivation was done so as to determine if respondents are awarded such motivation packages. According to the findings from the study shows that different kinds of motivation package available to Tanesco workers, whereby many of respondents said that they are given housing allowances as a motivation; as the results show that 40.0% of the respondents said that, they are given housing allowances.

However, the remaining 33.0% of the respondents said that they normally being given transport allowances and the remaining 27.0% of the respondents argued that they are given PDP bonus, which is including best worker of the year.

On the other hand, Lindner (1998) in his study found out that good working conditions cannot motivate the employees in themselves, but can determine the employees' performance and productivity. Despite the other factors being mentioned by respondents, still better salaries and good working conditions are considered to be the major motivational factors that can influence employees to have better job performance in the study area

Also table 4.7 explains the motivation package influencing employees' performance in the study area, the results revealed that, 63.0% of the respondents said that from the motivation package they are self developed and interested, while 37.0% said that the motivation package harmonize working environment.

It is true that interesting work contributes to better job performance because when employees are interested in their jobs they become committed and more productive .The findings by Roberts (2005) found out that if the employers set the goals correctly for each employee, interesting work can become a motivational factor for the employees to perform better in their jobs. However, it has been discussed earlier in this study that interesting work can be an important motivator for the employees to have better job performance. Therefore, this proves that interesting work contributes to better job performance

5.5 Discussion on whether financial is an incentive or not at Tanesco

Furthermore, table 4.8 financial is an incentive to Tanesco employee in Tabora, the study identifies that 63.0% of the respondents agreed that financial incentive is improving their job performance once they are given financial incentive they perform hard their duties compared to previous time when they had no such incentive. However, the remaining 37.0% of the respondents disagreed that financial is not an incentive to their job performance but they argued they are motivate by training and development given to them, this implies that financial incentive to employees is very important compared to training and development among employees.

These findings are in agreement with the findings by Patrick (2008) who found out that rewards are so important in motivating employees because rewards can be a driving force towards better job performance. Alongside the findings of Patrick (2008), Locke and Latham (1990) while studying on the role of employee's motivation on services delivery in South Africa, found out that commitment among employees is measured to be higher when financial incentives are offered for partial success and when incentives are given to those who achieve high performance, they can become an important instrument to encourage the continuance of the desired behavior. On the other hand, (Robbins, 2003) states that employers who feel that their employees have lack of motivation should reassess the reward system being used in the company or institution. So, this proves that financial incentives can influence better job performance among employees.

Consequently, (Hertzberg, 2000) addressed money particularly referring specifically to "salary" in his study and analysis. Hertzberg acknowledged the complexity of the salary issue money, earnings and concluded that money is not a motivator in the way that the primary motivators are, such as achievement and recognition.

"If salary appears as frequently in the high sequences ['sequences' refers to events causing high or low attitude feelings recalled by interviewees in the study] as it does in the low sequences however, we find that in the lows [events leading to dissatisfaction], salary is found almost three times as often in the long-range as in the

short-range attitude changes” There was no such bias towards the more important long-range feelings in the high attitude events.

“When salary occurred as a factor in the lows (causes of dissatisfaction) it revolved around the unfairness of the wage system within the company. It was the system of salary administration that was being described or it concerned an advancement that was not accompanied by a salary increase. In contrast to this, salary was mentioned in the high stories (events causing satisfaction) as something that went along with a person’s achievement on the job. It was a form of recognition; it meant more than money; it meant a job well done; it meant that the individual was progressing in his work” And Herzberg concluded about salary example, money, earnings and others.

5.6 Discussion on how PDP Bonuses is influencing employees performance at TANESCO

The analysis was done to Tanesco workers so as to find how PDP bonus among employees is influencing working performance in their working area. The investigation aimed at understanding apart from PDP what other strategies could be used so as improve employees performance. The study revealed that 17 (57%) respondents out 30 responded that through PDP they were able to meet the targeted company’s goals, while 9 (30%) respondents have said that through they are team player and the remaining 4 (13%) respondents mentioned that they had been performing well because of the PDP bonus. The question was addressing the third objective of the research which states that to find out how PDP Bonuses influencing employees’ performance in the study area.

5.7 Discussion on the relationship between PDP packages and employees performance

Another important factor to consider on the relationship between PDP packages and employees performance, is in consideration on weather it motivates workers/employees when performing their duties. It was revealed that most of the respondents 16 (53.0%) said it increases job performance while other 9 (30.0%)

respondents responded that through PDP they are managed to work hard and accomplish their tasks on the required time and the remaining 5 (17.0%) said they have been cooperated well when performing their duties all because of PDP.

These findings are in agreement with the findings of Herman (2007) who came up with the findings that the spirit of team work among employees can only be maintained if employees are well motivated in their workplace. And if there is a spirit of team work among employees, better service can be enhanced. Therefore, this proves that motivation creates the spirit of teamwork among employees, and finally leads to better service delivery.

Kashifurrehman (2007) who came up with the findings that motivation is a core factor for job satisfactions because when employees are well motivated becomes committed in their jobs, hence, job satisfaction. Therefore, this proves that motivation leads to job satisfaction among employees.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND POLICY IMPLICATIONS

6.1 Introduction

The last chapter of the study has divided into three parts which are summary, conclusions, and policy implication. In the first part, the researcher started with the summary and thereafter conclusion, and policy implications.

6.2 Summary

The research on the impact of motivation on individual employee performance as a case study of Tanesco Tabora identified that once employees are motivated they normally perform their tasks effectively, whereby 30 respondents participated in the study as the study aimed at analyzing factors influencing motivation of employee especially at Tanesco Tabora Regional office.

Findings also revealed that, different kinds of motivation packages were available to Tanesco workers, whereby many of respondents said that they are given housing allowances, transport allowances and other incentives furthermore, Lindner (1998) in his study found out that good working conditions cannot motivate the employees in themselves, but can determine the employees' performance and productivity. Despite the other factors being mentioned by respondents, still better salaries and good working conditions are considered to be the major motivational factors influenced employees to have better job performance in the study area

Meanwhile, it is true that interesting work contributes to better job performance because when employees are interested in their jobs they become committed and more productive .The findings by Roberts (2005) found out that if the employers set the goals correctly for each employee, interesting work can become a motivational factor for the employees to perform better in their jobs. However, it has been discussed earlier in this study that interesting work can be an important motivator for the employees to have better job performance. Therefore, this proves that interesting work contributes to better job performance

6.3 Conclusion

On the basis of the findings of this study it can be concluded that motivational factors such as better remuneration, good working conditions, in-service training, good job security, and involvement of employees in decision making are major motivational factors which can lead to better services delivery in different institutions as it brings positive results on the employee's performance while de-motivational factors bring negative impact of employee's job performance.

Furthermore, the study found out that when employees interact to each other while in working in favourable environment can for great extent increase job morale among employees and finally, provide better services in their work places. Also, in this study it was found out that promotions and growth for employees are good motivators towards better job performance whereby employees will be able to see the connections between good performance and promotions, and promotions must match the needs of the employees.

The study also revealed that when there is a good system of promotions, both the employee and the organization/company will benefit, not for the present but also for the future. Furthermore, it was found out in this study that relationships between employer and employee is an important factor upon provision of quality services in workplaces whereby the employers should give their employees the required authority, equipment and information needed to assist them in the performance of assigned task with greater independence as well as having the self confidence to effectively and efficiently perform a new task.

Additionally, the study also revealed that employee's job performance depends on how employees are committed in their jobs whereby rewards are said to be a catalyst in provision of quality services in working area when rewards are given to those who achieve high performance, they can become an important instrument to encourage the continuance of the desired behavior.

Top on the scale of preference of employee motivation are personal, satisfaction, valuing one's employer, helping others, and having an employer who is supportive regarding personal time (Rehman, 2006). Finally, the management should make a conscious effort to align employees' objectives with what they value most.

6.4 Policy Recommendations

6.4.1 Improve transport allowance

It is recommended that, in order to improve working performance in employers are required to provide some of the incentives to their workers such as transport allowances.

6.4.2 Improve housing allowance

Employers should give their employees motivational packages, equipment and information needed to assist them in the performance of their assigned task to perform their tasks with great independence as well as self confidence.

6.4.3 Relationship between motivation packages and employees performance

Employers should keep their employees motivated in order to lower the turnover rate and also create better performance. Employers should take into consideration to provide employees with better remuneration so as to render quality services and enhance customer satisfaction.

6.4.4 Promotion of employees

It is recommended that employees' promotion should be provided to all employees equally whereby if they are promoted gender consideration is important because it motivates them to perform their tasks with efficiency and effectiveness in working areas.

6.4.5 Trainings

It is important to develop such an atmosphere where employees are trained, seminars and good working environment are provided to them because it is very essentials to employees as it satisfies them to be in position to utilize their full potential in their jobs.

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APPENDIX 1

QUESTIONNAIRES

SELF ADMINISTERED QUESTIONNAIRE FOR TANESCO STAFF (EMPLOYEES) ON ASSESSMENT OF THE IMPACT OF MOTIVATION ON INDIVIDUAL EMPLOYEE PERFORMANCE, AS A CASE STUDY OF TANESCO TABORA”

Dear respondents

I kindly, request for your contribution on the title “*assessment on the impact of motivation on individual employee performance as a case study of Tanesco Tabora*”. A thesis will be submitted for the Award of the Master’s Degree in Business Administration (MBA) of Mzumbe University. Your answer and any other information that you will provide are very useful for the success of this research, put tick inside the bracket for what you think is right.

A: PERSONAL INFORMATION

Please tick the appropriate response of your choice

1. Sex: 1. Male 2. Female

2. Age:

3. What is your marital status?

(i) Married [] (iii) Widowed []

(ii) Single [] (iv) Divorced []

4. Education level:

i. Primary level

IV. Diploma

ii. Secondary

V. Degree

iii. Certificate

F. Others (Specify).....

5. How many years you have been spent in Tanesco?

(i) 1-5 years [] (ii) 6-10 years [] (iii) 11-20 [] (iv) 21 and above []

6. What motivated you to work for such period of time?

.....
.....

SECTION B: QUESTIONS BASED ON EMPLOYEE'S MOTIVATION

7. How does the motivation package available influence your work performance?

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

8. What types of Motivation package available for you as an employee?

- a) -----
- b)-----
- c)-----

9. How do such motivation packages stimulating yourself and your relationship with your organization?

.....
.....

10. Is financial an incentive to your job performance?

A.Yes (If the answer is yes, please explain why).....

B.No. Why?.....

11. How does PDP Bonuses influencing your work performance at your working place?

a).....

b).....

c).....

12.How does PDP Bonuses associated with your job performance?

1.....

2.....

3.....

Thank you all!

MANAGEMENT QUESTIONS

SELF ADMINISTERED QUESTIONNAIRE FOR TANESCO MANAGEMENT MEMBERS ON ASSESSMENT OF THE IMPACT OF MOTIVATION ON INDIVIDUAL EMPLOYEE PERFORMANCE, AS A CASE STUDY OF TANESCO TABORA”

Dear respondents

I kindly, request for your contribution on the title “*assessment on the impact of motivation on individual employee performance as a case study of Tanesco Tabora*”. A thesis will be submitted for the Award of the Master’s Degree in Business Administration (MBA) of Mzumbe University. Your answer and any other information that you will provide are very useful for the success of this research, put tick inside the bracket for what you think is right.

A: PERSONAL INFORMATION

Please tick the appropriate response of your choice

1. Sex: 1. Male 2. Female

2. Age:

3. What is your marital status?

(i) Married [] (iii) Widowed []

(ii) Single [] (iv) Divorced []

4. Education level:

i. Primary level ii. Secondary iii. Certificate IV. Diploma V. Degree F.
Others (Specify).....

5. How many years you have been spent in Tanesco?

(i) 1-5 years [] (ii) 6-10 years [] (iii) 11-20 [] (iv) 21 and above []

6. What motivated you to work for such period of time?

.....

7. How does the motivation packages available influence your employee's performance?

.....

.....

8. What kind of Motivation package available for your employees?

a).....

b).....

c).....

9. How does motivation retain yourself and your relationship with your the company?

a).....

b).....

c).....

10. As a manager how does PDP Bonuses influencing your work performance?

a).....

b).....

11. How does PDP Bonuses associated with your employees job performance?

a).....

**DODOSO KWA WAFANYAKAZI WA TANESCO TABORA LA
KUTAMBUA JUU YA MATOKEO YA MOTISHA KWA MFANYAKAZI
KWENYE UFANISI WA KAZI.**

Ndugu;

Unaombwa kutoa mchango wako wa mawazo yako katika utafiti unaofanywa juu ya ni matokeo ya motisha kwa mfanyakazi anapokuwa kazini, matokeo haya yatasaidia katika utafiti huu wa shahada ya uzamili wa Chuo Kikuu cha Mzumbe tawi la Mwanza. Majibu yawekewe alama ya v, na utakayotoa yatachukuliwa kwa usiri.

A: TAARIFA BINAFSI

Weka alama ya vema katika jibu lako

1. Jinsia: a. Mme b. Mke

2. Umri:

3. Je wasifu wako wa wahusiano ni upi?

(i) oa/olewa [] (iii) Mjane []

(ii) Sijaoa/kuolewa [] (iv) Nimeachika []

4. Kiwango chako cha elimu:

i. Elimu ya msingi

IV. Stashahada

ii. Elimu ya sekondari

V. Shahada

iii. Cheti

F. Nyingineyo.....

5. Umekuwa kazini kwa muda gani?

(i) Miaka 1-5 [] (ii) Miaka 6-10 [] (iii) Miaka 11-20 [] (iv) Zaidi ya miaka 21 []

6. Nini kilikufanya ukafanya kazi kwa muda wote huo?

.....

Sehemu B: Maswali juu ya motisha kwa wafanyakazi

7. Ni jinsi gani motisha inashawishi wafanyakazi kufanya kazi kwa ufanisi kazini?.....

.....

8. Je unafahamu nini kuhusu motisha?

9. Ni aina gani ya motisha zipo kwa ajili ya kumhamasisha mfanyakazi kwenye utendaji kazi wake?

A.....

B.....

10. Je ni kwa namna gani Bonasi ya PDP inaathiri utendaji kazi wako uwapo kazini?

a)-----

b)-----

c)-----

11. Je ni kwa namna gani Bonasi ya PDP inahusiana na utendaji kazi wako?

a).....

b).....

Asante sana kwa ushirikiano wako

APPENDIX 2

STRUCTURED INTERVIEW

STRUCTURED INTERVIEW FOR TANESCO STAFF (EMPLOYEES) ON ASSESSMENT OF THE IMPACT OF MOTIVATION ON INDIVIDUAL EMPLOYEE PERFORMANCE, AS A CASE STUDY OF TANESCO TABORA”

Dear respondents

I kindly, request for your contribution on the title “*assessment on the impact of motivation on individual employee performance as a case study of Tanesco Tabora*”. A thesis will be submitted for the Award of the Master’s Degree in Business Administration (MBA) of Mzumbe University. Your answer and any other information that you will provide are very useful for the success of this research.

A: PERSONAL INFORMATION

1. What is your sex?.....

2. What is your age?.....

3. What is your marital status?

.....

4. What is your Education level?

.....

5. How many years you have been spent in Tanesco?

.....

6. What motivated you to work for such period of time?

SECTION B: QUESTIONS BASED ON EMPLOYEE'S MOTIVATION

7. How does the motivation package available influence your work performance?

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

8. What types of Motivation package available for you as an employee?

.....
.....

9. How do such motivation packages stimulating yourself and your relationship with your organization?

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

10. Is financial an incentive to your job performance? Explain

.....
.....

11. How does PDP Bonuses influencing your work performance at your working place?

.....

.....

.....

12.How does PDP Bonuses associated with your job performance?

.....

.....

.....

Thank you all!

STRUCTURED INTERVIEW

STRUCTURED INTERVIEW FOR TANESCO MANAGEMENT MEMBERS ON ASSESSMENT OF THE IMPACT OF MOTIVATION ON INDIVIDUAL EMPLOYEE PERFORMANCE, AS A CASE STUDY OF TANESCO TABORA”

Dear respondents

I kindly, request for your contribution on the title “*assessment on the impact of motivation on individual employee performance as a case study of Tanesco Tabora*”. A thesis will be submitted for the Award of the Master’s Degree in Business Administration (MBA) of Mzumbe University. Your answer and any other information that you will provide are very useful for the success of this research, put tick inside the bracket for what you think is right.

A: PERSONAL INFORMATION

1. What is your sex?.....

2.What is your age?

.....

3. What is your marital status?

.....

4. What is your level of education?.....

5. How many years you have been spent in Tanesco?

.....

6. What motivated you to work for such period of time?

.....

B: QUESTIONS BASED ON EMPLOYEE’S MOTIVATION

7. How does the motivation package available influence your employee’s performance?

.....

8. What kind of Motivation package available for your employees?

.....

.....

.....

9. How does motivation retain your relationship with your employees?

.....

.....

.....

10. As a manager how does PDP Bonuses influencing your work performance?

.....

.....

11. How does PDP Bonuses associated with your employees job performance?

.....

Thank you all!