

ABSTRACT

Despite many approaches to motivation and the importance of intrinsic and extrinsic motivation on employees' performance, little is known about the influence of these factors on workers performance at TBL Arusha Plant. This study investigated the effects of motivation on employees' job performance in Tanzania Breweries Limited (TBL), Arusha Plant. Specifically, the study meant find out different types of employees' motivation offered at TBL, Arusha Plant, identify challenges faced when motivating employees at TBL, Arusha Plant and the relationship between motivation and employee's job performance at TBL, Arusha Plant. Herzberg's two factor Theory of Motivation and the Expectancy Theory by Victor Vroom guided the study. The study used mixed research approach and adopted parallel convergent design. Purposive sampling was used to select Human resources managers and simple random techniques were used to obtain 50 workers and Two (2) whereby the Human resource manager distributed the questionnaires randomly. Instruments of data collection were questionnaires and interview guide. Quantitative data from questionnaires were analyzed using descriptive statistics for frequency, percentage, mean and standard deviation and the results were presented in form of tables. Qualitative data from open-end questions from HRMs interview and workers' questionnaires were subjected to thematic analysis and was presented. The study revealed that appreciation, salary, extra duty allowance, transport benefits, medical benefits, carrier development, holydays and job shifts as well as loans and incentives were the motivation packages offered at TBL Arusha plant. Conversely, motivation packages offered at TBL Arusha plant were found to be essential at improving job performance of employees and to a large extent they influence job performance of workers in terms of improving, attendance to work, competence in doing job, efficiency at work, loyalty, punctuality and meeting agreed objectives. Moreover, findings revealed that, shortage of resources, lack management willingness, organization policies, lack of awareness, workers being so rigid and workers tendency to leave the company for more well paid companies

were the challenges faced when motivating employees at TBL, Arusha Plant. It was also found that, motivation influence employee's job performance in the sense that: It helps an individual employee achieve personal goals, reduce task errors and minimize conflicts at work. Similarly, motivation Increase turnover and profitability, induces job satisfaction hence more work efficiency, bringing a sense of achievement, provide satisfaction, and enable accomplishment of task on time, it brings team spirit and it improves work efficiency. The study concluded that, motivation has positive influence employee's job performance of workers. Similarly, motivation Increase turnover and profitability, induces job satisfaction hence more work efficiency, bringing a sense of achievement, provide satisfaction, and enable accomplishment of task on time, it brings team spirit and it improves work efficiency. The study recommended TBL Arusha Plant administration to prepare the blueprint or guideline to guide the practice of motivation for its workers and workers should positively interact with their HRMs so that they communicate their preferences and customize their motivation needs accordingly.