

**THE EFFECT OF MOTIVATION ON THE EMPLOYEES' PERFORMANCE IN  
LOCAL GOVERNMENT AUTHORITIES:  
A CASE OF MERU DISTRICT COUNCIL**

**Lucy Reuben Kira**

**MBA Dissertation**

**Institute of Accountancy Arusha**

**November, 2022**

**THE EFFECT OF MOTIVATION ON EMPLOYEES' PERFORMANCE IN  
LOCAL GOVERNMENT AUTHORITIES:  
A CASE OF MERU DISTRICT COUNCIL**

**Lucy Reuben Kira**

**MBA-HRM/0005/2021**

**A Dissertation Submitted in Partial Fulfilment of the Requirements for the Award of  
Degree of Master of Business Administration of the Institute of Accountancy Arusha  
(IAA)**

**November, 2022**

## CERTIFICATION

I, the undersigned certify that I have read and hereby recommend for Acceptance Institute of Accountancy Arusha the dissertation entitled: *"The Effect of Motivation on Employees' Performance in Local Government Authorities: A Case of Meru District Council"* in partial fulfilment of the requirements for the degree of Master of Business Administration of Institute of Accountancy Arusha.

.....

Dr. Leticia Rwabishugi

**(Supervisor)**

Date.....

## DECLARATION

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

**Signature:** .....

**Date:** ..... / ..... /.....

## **COPYRIGHT**

This paper should not be reproduced by any means, in full or in part, except for short extract in a fair dealing, for research or private study, critical scholarly review or discourse with an acknowledgement. No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form or by any means without prior written permission of the author or The Institute of Accountancy Arusha.

## **ACKNOWLEDGEMENT**

First and foremost, I would like to give thanks to Almighty God for his guidance protection and love throughout my education and my life in general. My sincere appreciation goes to the management and staff of Meru District Council for allowing me to undertake my research and providing me with both moral and material support which enabled me to undertake and complete my studies.

This dissertation could not successfully be completed without guidance of my supervisor Dr. Leticia Rwabishugi whom through her expertise and wisdom guided me on the right direction.

I also appreciate and forever thankful for the moral and material support I received from my Spouse Mr. Peter Damian Matemba and children Diana Peter Matemba and Gabriel Peter Matemba.

I am also thankful to all my lecturers at the Institute of Accountancy Arusha and classmates in the MBA HRM programme 2021/2022

## **DEDICATION**

This dissertation is dedicated to my parents Mr. Reuben Oforo Kira and Mrs. Febronia Bernard Kilewo, whom tirelessly pray for me so that I would have success in everything. This work is also dedicated to my beloved spouse Mr. Peter Damian Matemba, son and daughter Gabriel Peter Matemba and Diana Peter Matemba for their prayers and moral support.

## ABSTRACT

This study assessed the effect of motivation on employee's performance in local government authorities in Tanzania. The study was carried out in Meru District Council, and specifically assessed effects of intrinsic and extrinsic motivation on employee's performance, and examined the motivational challenges holding employee's performance. The study was guided by the Herzberg's Two Factor theory, and the Vroom's Expectancy theory. The population was 3286. The study used data collected from 350 sample size. Non probability and probability samplings methods were used. The study employed a descriptive research designed and used the mixed method approach. Questionnaire and interview guide were used for data collection. Quantitative data was analysed by using descriptive statistics with percentage, frequencies, mean and standard deviations, Content analysis was used to analyse qualitative data. It was revealed that recognition, appreciation, communication, opportunity to take on challenging tasks and career development are intrinsic motivations with significant effects on employee's performance. Salary, bonus, allowance, promotion and benefits are extrinsic motivations with significant effects on employee's performance. Fear of success, fear of failure, lack of clarity, exhaustion and lack of professional development are motivational challenges with significant effects on employee's performance. It is specifically concluded that recognition, appreciation, communication, opportunity to take on challenging tasks and career development are intrinsic motivations with significant effects on employee's performance. Salary, bonus, allowance, promotion and benefits are extrinsic motivations with significant effects on employee's performance. Fear of success, fear of failure, lack of clarity, exhaustion and lack of professional development are motivational challenges with significant effects on employee's performance. Ministry of Public Service Management and Good Governance should review policies relating to employees' motivations; Meru District Council should ensure all civil servant are undergoing career development training to enhance their performance; and allocate adequate budget for all matters relating to employees' motivations.



## TABLE OF CONTENT

CERTIFICATION .....	iii
DECLARATION .....	iv
COPYRIGHT .....	v
ACKNOWLEDGEMENT .....	vi
DEDICATION .....	vii
ABSTRACT .....	viii
TABLE OF CONTENT .....	ix
LIST OF TABLES .....	xiv
LIST OF FIGURES .....	xv
ABBREVIATIONS AND ACRONYMS.....	xvi
CHAPTER ONE.....	1
INTRODUCTION .....	1
1. Chapter Introduction .....	1
1.1 Background of the Study .....	1
1.2 Problem Statement.....	6
1.3 Objectives of the Study.....	7
1.3.1 General Objectives .....	7
1.3.2 Specific Objectives .....	7
1.4 Research Questions .....	8
1.4.1 Broad Questions.....	8
1.4.2 Specific Research Questions.....	8
1.5 Significance of the Study .....	8
1.6 Scope of the Study .....	9

1.7 Layout of the .....	9
CHAPTER TWO .....	10
LITERATURE REVIEW .....	10
2.1 Introduction.....	10
2.2 Theoretical Review .....	10
2.2.1 Conceptual Definitions.....	10
2.2.1.1 Motivation .....	10
2.2.1.2 Employee Performance .....	12
2.2.2 Theoretical Framework .....	12
2.2.2.1 Herzberg’s Two-Factor Theory .....	13
2.2.2.2 Vroom’s Expectancy Theory .....	14
2.2.2.3 Job Characteristic Model by Hackman and Oldham .....	15
2.4 Empirical Reviews .....	17
2.4.1 Global Studies on Effect of Motivation on Workforce Performance .....	17
2.4.2 Regional Studies on Effect of Motivation on Workforce Performance.....	19
2.4.3 Local Studies on Effect of Motivation on Workforce Performance .....	21
2.5 Conceptual Framework.....	22
2.6 Research Gap .....	24
CHAPTER THREE .....	25
RESEARCH METHODOLOGY .....	25
3.0 Introduction.....	25
3.1 Research design.....	25
3.2 Research approach .....	25
3.3 Study area .....	26

3.4 Study population .....	26
3.5 Sample size and procedures .....	26
3.6 Sampling Technique .....	28
3.6.1 Purposive Sampling .....	28
3.6.2 Random Sampling .....	29
3.7 Data collection methods and instruments .....	29
3.7.1 Questionnaires .....	29
3.7.2 Interview .....	30
3.7.3 Secondary Data .....	31
3.8 Pilot Test .....	31
3.9 Data Analysis Methods .....	31
3.10 Validity and Reliability .....	32
3.11 Data Validity .....	32
3.12 Data Reliability .....	32
3.13 Ethical Issues in Data Collection .....	33
CHAPTER FOUR .....	34
PRESENTATION AND DISCUSSION OF FINDINGS .....	34
4.0 Chapter Overview .....	34
4.1 Demographics Characteristics of the Respondents .....	34
4.1.1 Gender of respondents .....	34
4.1.2 Age of Respondent .....	35
4.1.3 Education of the Respondents .....	35
4.1.4 Job Position of Respondents .....	36
4.1.5 Duration of Service of Respondents at Meru District Council .....	36

4.2 Presentation of Findings Relative to Specific Objectives .....	36
4.2.1 Effect of Intrinsic Motivations on Employees' Performance .....	36
4.2.1.1 Effect of Recognition on Employees' Performance .....	36
4.2.1.2 Effect of Appreciation on Employees' Performance .....	37
4.2.1.3 Effect of Communication on Employees' Performance .....	38
4.2.1.4 Effect of Opportunity to take on challenging tasks on Employees' Performance .....	39
4.2.1.5 Effect of Career development on Employees' Performance .....	41
4.2.1.6 Descriptive Statistics on Effect of Intrinsic Motivation on Employees Performance ....	42
4.2.2 Effect of Extrinsic Motivations on Employees' Performance .....	44
4.2.2.1 Effect of Salary on Employees' Performance.....	44
4.2.2.2 Effect of Bonus on Employees' Performance.....	45
4.2.2.3 Effect of Allowance on Employees' Performance.....	46
4.2.2.4 Effect of Promotions on Employees' Performance.....	47
4.2.2.5 Effect of Benefit on Employees' Performance.....	48
4.2.2.6 Descriptive Statistics on Effect of Extrinsic Motivation on Employees Performance ...	49
4.2.3 Motivational Challenges Holding Back Employee's Performance in the Meru District Council.....	51
4.2.3.1 Fear of Success as a Motivational Challenge .....	51
4.2.3.2 Fear of Failure as a Motivational Challenge.....	52
4.2.3.3 Lack of clarity as a Motivational Challenge .....	52
4.2.3.4 Exhaustion as a Motivational Challenge .....	53
4.2.3.5 Lack of Professional Development as a Motivational Challenge.....	54
4.2.3.6 Descriptive Statistics on Motivational Challenges Holding Back Employee's Performance.....	55

4.6 Discussions of the Findings .....	56
CHAPTER FIVE .....	61
CONCLUSION, RECOMMENDATIONS, POLICY IMPLICATIONS AND CRITICAL EVALUATION OF THE STUDY.....	61
5.1 Chapter Overview .....	61
5.1.1 Effect of Intrinsic Motivations on Employees' Performance .....	61
5.1.2 Effect of Extrinsic Motivations on Employees' Performance .....	61
5.1.3 Motivational Challenges Holding Back Employees' Performance .....	62
5.2 Conclusions .....	62
5.3 Recommendations.....	63
5.4 Suggestion for Further Studies .....	63
5.5 Policy Implications .....	64
5.6 Critical Evaluation of the Study.....	64
5.7 Limitations of the Study .....	64
REFERENCES .....	65
APPENDICES .....	70
Appendix 1: Survey Questionnaire .....	70
Appendix 2: Structured Interview guide .....	76

## LIST OF TABLES

Table 3.1: Sample Frame .....	28
Table 3.2: Reliability test.....	32
Table 4.1: Demographic characteristics of respondents .....	35
Table 4.2: If recognition affects employee's performance.....	37
Table 4.3: If appreciation affects employee's performance .....	38
Table 4.4: If communication affects employee's performance .....	39
Table 4.5: If opportunity to take on challenging tasks affects employee's performance.....	40
Table 4.6: If career development affects employee's performance.....	41
Table 4.7: Descriptive statistics on factors affecting employee's motivation .....	44
Table 4.8: If salary affects employee's performance.....	45
Table 4.9: If bonus affects employee's performance .....	46
Table 4.10: If allowance affects employee's performance .....	47
Table 4.11: If promotions affects employee's performance.....	48
Table 4.12: If benefit affects employee's performance.....	49
Table 4.13: Descriptive statistics on extrinsic motivation affecting employee's performance..	51
Table 4.14: fear of success as a motivational challenge.....	52
Table 4.15 fear of failure as a motivational challenge.....	52
Table 4.16: lack of clarity as a motivational challenge .....	53
Table 4.17: exhaustion as a motivational challenge .....	53
Table 4.18: lack of professional development as a motivational challenge.....	54
Table 4.19: Descriptive statistics on motivational challenges holding back employee's performance .....	56

## LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	23
---------------------------------------	----

## ABBREVIATIONS AND ACRONYMS

e	: Margin of error
LGA	: Local Government Authorities
M	: Mean
Max	: Maximum
MDC	: Meru District Council
Min	: Minimum
n	: Sample size
N	: Population
NBS	: National Bureau Statistics
SD	: Standard Deviation
STATA	: General Purpose Statistical Software Package for Data Manipulation, Visualization, Statistics and Automatic Reporting
URT	: United Republic of Tanzania



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1. Chapter Introduction**

This chapter gives the background information concerning the study. The chapter consist of the statement of the problem, objectives of the study, research questions, scope of the study, significance of the study and the limitations of the study.

#### **1.1 Background of the Study**

Employee Performance is the key to success for any business. Every individual employee must work toward the organization's vision and mission. Employee performance refers to how workers behave in the workplace and how well they execute the job duties obligated to them (Patel, et al., 2013). Motivations are well thought-out as a determinant of employees' job performance, and ultimately reflect the public sector performance. For the most part administrators in government sector face a fundamental question of what factors influence employee performance, because employees are the "spine" of the government services with very important responsibility of ensuring that government policies as well as programs for national development are implemented efficiently and successfully (Embi, et al., 2016).

For an organization to successfully sustain the continuity of its services in a prevailing manner it needs a motivated workforce. Substance of motivation as well as indispensable motivational factors was discussed well by the Herzberg two factor theory that was put forward by Frederick Herzberg in 1959 (Luthans, 2011). These factors take account of intrinsic and extrinsic motivation factors such as company policy, working conditions, administration, supervision, salary along with interpersonal relations (Luthans, 2011).

An experience from Greek, indicates that the key factors that influence employee performances include company culture, employee engagement as well as training and development. Employee performance is also influenced by employee experience, co-workers, work environment, managers, and other variables all interact to affect performance. These factors may motivate employees to perform better (Diamantidis and Chatzoglou, 2018). It is commonly agreed that there are two kinds of motivation, namely, intrinsic and extrinsic. Intrinsic motivation is the behaviour produced by a person because of the gratifying experiences interrelated with the behaviour itself (Mosley, et al., 2012). Intrinsic motivations consist of appreciation, recognition, and a sense of accomplishment over and above meeting the challenge.

An experience from USA shows that work motivation along with organizational culture considerably affects workforce performance. Motivation has an affirmative outcome on the employees' performance. According to Beer and Walton (2014) intrinsic rewards arise from carrying out the task itself, and may consist of the contentment of achievement. Conversely, extrinsic motivation is the behaviour affected, not for its own sake, but for the outcomes correlated with it (Mosley, et al., 2012). Examples of extrinsic motivation incorporate working conditions, salary and benefits, also, extrinsic rewards are in the form of cash, privileges or promotions (Beer and Walton, 2014). Employees are motivated through a blend of both extrinsic and intrinsic factors at any given instance (Riggio, 2014).

A study by Jobber and Lee (2014) in Poland made known that employee motivation affects productivity. Insufficiently motivated workforce is costly to the organization in terms of mediocre productivity and performance, uncalled-for staff turnover, enlarged expenses, persistent absenteeism and off-putting effect on the morale of co-workers. It is a distinguished reality that accomplishment of an organization principally depends on the quality of its human resource,

regardless of the industry in which it function (Deci, 2013).

According to Grant, et al. (2012) there is still room for intrinsic motivation despite the fact that literatures on workplace motivations worldwide for the most part stressed the benefits of extrinsic motivation together with its effect on low-ranking employees in Scotland. Even though intrinsic motivation is not in the front position of the literatures on workplace motivations, it still has a remarkably essential place in the organization, for the most part with workers at senior level. It was also established that intrinsic motivation has added effect on work performance than extrinsic rewards.

There is a growing agreement among managers and leaders about the significance of reconciling effective motivation incentives to prop up good performance as was established in England (Cole and Kelly, 2011). In order for organizations to realize their objectives, they must have a workforce that is motivated to perform their duties towards realizing organizational goals (Steers and Porter, 2011). Motivation is essential for working as an individual, as well as for teamwork (Stanley, 2012).

Experience from India shows that motivating workers for superior performance involve employee engagement, organizational vision and values, trust, management acknowledgment appreciation for work well done, and overall authenticity of leadership as fundamental factors for motivation (Kumari, 2014; Bhuvanaiah and Raya, 2015). Whereas, a study in Indonesia shows that there is a momentous relation between employee motivation and employee performance as made known by a study in Indonesia that revealed decrease in employee performance owing to declined level of employee motivation (Kuswati, 2020).

Motivating workforce along with keeping the workforce motivated is a greater challenge (Levy, 2013). Organizations are under great pressure to recognize along with putting into practice programs that demonstrate effectiveness of motivation in improving workforce productivity (Deci, 2013). It is no longer sufficient to increase salaries and look forward to increased performance (George, 2012).

Workers in public sector in Hong Kong are more inclined toward extrinsic motivational factors and desire to essentially see the worth of their work input to the society. Nevertheless, workers in private sector have a tendency to be fascinated toward intrinsic motivation (Lyons, et al., 2016). The junior ranking workers are in quest of extrinsic motivation factors to settle on their rate of work and they typically attracted toward companies that take advantage of this policy (Sorensen, et al., 2018).

An experience from Nigeria shows that unmotivated workers have quite a lot of negative effects on businesses. These involves resentment on the job, substandard output in quality, high staff turnover, non-attendance, as well as many of the disciplinary problems which one desire to avoid. It is a realism that motivated workforce are assets to an organisation since they are usually productive and they produce to the ceiling of their capability with the aim of bringing about company's goals together with their individual objectives (Ilesanmi and Famolu, 2016).

An experience from a study in Ethiopia indicates that vigorous and positive working environment were found to amplify workers performance. Consequently, organizations must find out what essentially motivate employees and take necessary actions to guarantee employees are continuously motivated at the workplace (Girdwichai, 2020).

Employee's motivation is affected by several challenges such as limited monetary support to run the employee's motivation system successfully, the repressive management approach

which forms inhospitable motivating setting, the outdated attitude of managers, lack of immaculate contemporary human resource management policies, ideas as well as strategies (Tong, 2013). In addition, political interferences and lack of effective policy (Tefera, 2014) in addition to poor working conditions (Buberwa, 2015) are also challenges that affect motivation of employee in workplaces.

A study in Kenya shows that motivating employees intrinsically as well as extrinsically leads to amplifying their desire to meet up the organizational goals (Omollo, 2015). Management of some private companies in Kenya moderately use motivational goal-setting to motivate their workforce by letting them participate in goals settings. Nevertheless, the employees were deeply dissatisfied with the financial package granted by the companies. It was thus concluded that money was obviously a motivating factor for the employees (Waiyaki, 2017). Another study in Kenya by Odukah (2016) demonstrated that employees' motivation was influenced by salary, allowances, bonuses, benefits, work conditions, performance recognition, as well as training and development. Also, reward management, work environment, career growth along with training and development have positive and significant influence on employee's performance (Mwabu and Were, 2019).

A study to explore factors that motivate employees at Muhimbili Orthopaedic Institute (MOI) established that attractive salary, staff loans, medical support, career advancement, promotions and work environment are the most important motivation factors at MOI (Karubi, 2014). A similar study in public universities in Tanzania by Buberwa (2015) revealed that extrinsic and intrinsic motivations play undeniable role in improving the performance of academic staff. Salary, career development, allowances, and recognition were found to have positive role in enhancing academic staff performance.

The public servants in Local Government Authorities (LGAs) are the linkage between the government and the needs of citizens at the grassroots level. However, there is a sense of poor service delivery to the public at this grassroots level. It is thus important to investigate if these problems are linked to issues relating to employee's motivation. A study in Morogoro District Council exposed that civil servants in LGAs are displeased with low salaries, lack of promotion as well as lack career development, pathetic work environment, insufficient training program, poor communication, unmerited treatments in addition to political meddling (Njunwa, 2017).

Local Government Authorities in Tanzania were instituted for intention of improving delivery of social service along with strengthening citizens' participation in local development processes. However, there are no significant improvements recorded in the delivery of social service to the citizens due to poor performance of the LGAs (Ntwenya, 2020). International communities as well as development partners offer massive financial and human resource capacity to support LGAs but the outputs from these authorities are still negligible (Ntwenya, 2020). Nevertheless, the study by (Ntwenya, 2020) that was carried out in Morogoro District Council focused on the impact of politics-administration relations on employee's performance and did not examine effect of motivation on employee's performance.

## **1.2 Problem Statement**

Motivation of employees is expected to initiate, guide as well as maintain goal-oriented behaviour of the employees. Performance of an organization is spearheaded by employees who have motivation in doing things right along with doing the right things (Ching, et al., 2016).

Organizations use attractive remuneration, provision of loans, career development, promotions, and working environment, in addition to motivation policies such as medical assistance, leave allowance policy, training policy, promotion policy, recruitment policy, remuneration policy as

well as demotion policy to motivate employees (Karubi, 2014). However, the main problem faced by the majority of organizations is whether the employees are motivated (both intrinsically and extrinsically) to carry out their jobs effectively (Worley and Lawler, 2016).

Although local government authorities in Tanzania were instituted for intention of improving delivery of social service along with strengthening citizens' participation in local development processes, there is no significant improvements recorded in the delivery public services to the citizens due to poor performance of the LGAs (Ntwenya, 2020; Njunwa, (2017); Buberwa (2015) and (Karubi, 2014). It is therefore important to find out the effect of motivation on employees' performance in LGAs in Tanzania in order to understand if the poor performance in the delivery of public service is caused by issues relating to employee's motivation. To achieve this, the study examined effect of motivation on employees' performance in LGAs by using Meru District Council as the study case.

### **1.3 Objectives of the Study**

This section presents the objectives of the study, both general and specific.

#### **1.3.1 General Objectives**

The main objective of this study is to examine the effect of motivation on employees' performance in local government authorities through a case study of Meru District Council.

#### **1.3.2 Specific Objectives**

Specific objectives of this study are:

- i. To assess the effect of intrinsic motivations on employee's performance in the Meru District Council.

- ii. To examine effect of extrinsic motivations on employee's performance in the Meru District Council.
- iii. To determine motivation challenges that hold back employee's performance and the Meru District Council.

#### **1.4 Research Questions**

This section presents the research questions for the study.

##### **1.4.1 Broad Questions**

The main research question which this study seeks to answer is:

What is the effect of motivation on employees' performance in local government authorities with specific focus on Meru District Council?

##### **1.4.2 Specific Research Questions**

Specific research questions posed by this study are:

- i. What is the effect of intrinsic motivations on employees' performance in the Meru District Council?
- ii. What is the effect of extrinsic motivations on employees' performance in the Meru District Council?
- iii. What are the motivational challenges that hold back employee's performance in the Meru District Council?

#### **1.5 Significance of the Study**

The study is expected to recommend the most excellent means of motivating local government authority's employees and improve their performance. The findings of the study is valuable to



policy makers and administrators when they re-evaluate existing motivation policies for local government authority's employees in Tanzania. The study adds to the body of literatures on effect of motivation on employees' performance, and will serve as reference for upcoming analogous studies.

### **1.6 Scope of the Study**

This study was narrowed to examine motivation factors that are essential into enhancing employees' performance in local government authorities in Tanzania with a particular focus on Meru District Council (MDC). The study was specifically be confined on examination of effect of intrinsic motivations on employees' performance in the MDC; examination of effect of extrinsic motivations on employees' performance in the MDC; and determining motivation challenges that hold back employee's performance in the MDC.

### **1.7 Layout of the**

Chapter one this research presents background of the study, statement of problem, objectives of the study, research questions, and significance of the study, scope of the study and limitations of the study. Chapter two present definitions of key terms used in the study, theoretical reviews, empirical literature reviews, conceptual framework and knowledge gap. Chapter three presents research design, study area, research approach, research population, sample and sampling methods, data collection methods, data analysis methods, reliability along with validity of data and research ethical consideration. Chapter four presents and discusses the findings of this study, and chapter five finalizes this dissertation by providing conclusion, recommendations, policy implications, and critical review of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter review of relevant concepts, theories and previous research findings from accessible literatures relating to the existing research problem are presented for the purpose of setting up the theoretical as well as the empirical foundation of the study. In the theoretical literature reviews the fundamentals of the key concepts are discussed, although in the empirical literature review facts from preceding relevant research findings are critically discussed.

#### **2.2 Theoretical Review**

##### **2.2.1 Conceptual Definitions**

In this section definition of relevant key concepts are discussed. The concepts defined include motivation and employee performance.

###### **2.2.1.1 Motivation**

Certo (2016) described motivation as an act of offering persons with incentives to make them carry out duties or activities in a required manner. According to (Nelson, 2013), motivation is the avenue of arousing together with sustaining goal-directed behaviour. Stanley (2012) described motivation as forces that are psychological as well as controlling direction of a person's effort level in common with his/her perseverance in obstacles. Additionally, George (2012) defined work motivation as the psychological forces that set up the direction of a person's behaviour in an organization, level of a person's effort, as well as a level of a person's determination in the face of obstacles.

Motivation can be additionally break down by making a division between extrinsic and intrinsic

motivation. The main difference between intrinsic motivation and extrinsic motivation is that while intrinsic motivation is driven by forces from within a person, extrinsic motivation is driven by external forces (Giancola, 2014). Intrinsic motivation and extrinsic motivation are not mutually exclusive, meaning that employees can be motivated intrinsically or extrinsically, or can be simultaneously motivated intrinsically and extrinsically (George, 2012).

### **Intrinsic Motivation**

In affinity to the work environment an employee would be motivated intrinsically in the course of carrying out a task depending on the coverage that the particular task is interesting, challenging, over and above having a personal meaning based on the satisfaction they receive from performing the duty itself (Giancola, 2014). Furthermore, George (2012) pointed out that employees who are intrinsically motivated declare that their work gives them a sense of satisfaction and accomplishment.

### **Extrinsic motivation**

Extrinsic motivation is not correlated to the satisfaction an employee obtain from carrying out the task itself, but fairly from the external outcomes of the task, for instance incentives or monetary rewards (Giancola, 2014). According to George (2012) employees are extrinsically motivated when they take delivery of positive appraisal given by other people, and they are constantly motivated by factors such as the salary they get at the end of the month or a bonus, a salary rise, or promotion. Another characteristic of extrinsically motivated employees is that they may perform their work in order to avoid punishment. Subsequently, the work that they carry out is not being performed for the sake of the work but rather for the sake of its instantaneous consequences; meaning that these consequences can be applied to produce extrinsically motivated behaviour in the workforce (George, 2012).

### **2.2.1.2 Employee Performance**

Employee performance is defined as how an employee accomplishes their job duties along with executing their obligatory tasks. It refers to the usefulness, quality, as well as efficiency of their output. Employee performance demonstrates how or whether an employee has performed his/her allocated job or task efficiently and effectively for the purpose of realizing goals and objectives of the organization (Patel, et al., 2013).

### **2.2.2 Theoretical Framework**

There are several motivation theories that attempt to explain the specific things which essentially motivate the individual at work. The motivation theories are classified as content theories and process theories. The content theories include Maslow's hierarchy of need theory, Alderfer's need modified theory, Herzberg's two-factor theory and McClelland's achievement motivation theory. These theories are concerned with recognising people's needs and their virtual strengths and the goal they trail in order to satisfy these needs. These theories place emphasis on the nature of the needs and what motivates individuals. The foundation of these theories is the credence that the content of motivation comprises needs (Osabiya, 2015).

The process theories of motivation include the Expectancy theory, the Goal theory, and the Equity theory. These are extrinsic theories that attempt to recognise the relationships among the dynamic variables which make up motivation and the actions essential to influence behaviour and action. These theories provide an additional contribution to the understanding of the multifaceted nature of work motivation (Osabiya, 2015). However, the study was guided by Herzberg's two-factor theory and the Expectancy theory as elaborated in the subsequent sections.

### **2.2.2.1 Herzberg's Two-Factor Theory**

In view of the fact that the study is about motivation as a cause of employees' performance, it will take on the Herzberg two factors theory as one of its theoretical foundation. Herzberg extended the previous work by Maslow and came with two factors that inspire a workforce at work. These factors are commonly well-known as hygiene factors and motivating factors, respectively. The Herzberg two factors theory of motivation is supportive in analysing factors that optimistically affect motivation of employees at workplaces. Herzberg theory of motivation instigate the argument that factor involved in generating motivations and job satisfaction are separate as well as distinct from the factors that show the way to job satisfaction and eventually enhance employee's performance (Luthans, 2011).

The motivations factors are the factors correlated with satisfaction in addition to portraying people in relationship to what they are undertaking, the nature of tasks, the responsibility, recognition, innermost achievement plus advancement. The motivation factors influence individuals to greater performance. Hygiene/maintenance factors are the factors related with dissatisfaction portrayed conditions linking up the work and do not prompt employees to elevated performance (Luthans, 2011).

According to Luthans (2011) these factors consist of company policy, administration, salary, supervision, working conditions as well as interpersonal relations. These maintenance factors are exterior to the job or in other word are extremely intrinsic. Herzberg two factor theories are appropriate to the study as it gives good framework on the factors that influence motivation at the place of work. The theory was ideal to the study as it made the use of motivating factors such as recognition, personal achievement, career development, salary, promotions and

responsibility to tie with motivation of employees in Meru District Council and improve their performance.

However, since the Herzberg's two-factor theory was criticised as being too dependent on the context and content of the work roles of workers, the study was also guided by the Vroom's Expectance theory of motivation which focuses on an individual's beliefs about the relationships among effort, performance and rewards for doing a job (Osabiya, 2015).

#### **2.2.2.2 Vroom's Expectancy Theory**

Vroom's Expectance theory of motivation was conjectured by Vroom in 1964 following his criticism on the Herzberg's two-factor theory as being too dependent on the context and content of the work roles of workers and consequently offered an expectancy approach to the study of (Mullins, 2012). The Vroom's Expectance theory of motivation is designed for work motivation and is grounded on three variables, namely, valence; instrumentality and expectancy. The basis of this theory was on the idea that people favour certain outcomes from their behaviour over others (Osabiya, 2015).

The theory conjectured that individuals was motivated to accomplish a desired goal on condition that they expect their actions will realise the goal Bloisi and Cook (2013). Valence as a variable of this expectancy theory is the emotional state about a precise outcome or an expected satisfaction from an outcome. It can further be described as the attractiveness of, or preference for a specific outcome to an individual. This is derived from their own right but usually derived from the other outcome to which they are expected to lead of which accumulation of wealth from money obtained as salary and bonus is an example (Mullins, 2012).

The theory also guided the study by examining effect of motivating factors (intrinsic and extrinsic) such as recognition, personal achievement, career development, salary, promotions and responsibility on the performance of employees in Meru District Council.

### **2.2.2.3 Job Characteristic Model by Hackman and Oldham**

The study was also guided by the job characteristics model, that was put forward by Hackman and Oldham in 1974. The model is grounded on the idea that the task itself is crucial to employee motivation. Precisely, a boring and repetitive job stifles motivation to perform well, whereas a challenging job improves motivation. Variety, autonomy and decision authority are three means of adding challenge to a job. Job enrichment in addition to job rotation are the two ways of adding diversity and challenge (Syukrina, et al., 2014).

The job characteristics model put forward that there are five fundamental job characteristics (task identity, skill variety, task significance, feedback and autonomy) which influence three vital psychological states (experienced responsibility for outcomes, experienced meaningfulness, and knowledge of the real results), sequentially influencing work outcomes (work motivation, job satisfaction, absenteeism, etc.). The five fundamental job characteristics can be combined to generate a motivating potential score (MPS) for a job, which can be employed as an index of how probably a job is to affect attitudes and behaviours of an employee (Janse, 2018).

Hackman and Oldham's job characteristics theory propositions that high motivation is associated to experiencing three psychological states (Meaningfulness of work, responsibility and knowledge outcomes) while working (Janse, 2018) as follows:

- i. **Meaningfulness of work** is fundamental to intrinsic motivation, that is work is motivating in

itself as contrasting to motivating as only as a means to an end. Meaningfulness of work is derived from skill variety, task Identity and task significance (Janse, 2018).

ii. **Responsibility** concerns the opportunity and sufficient freedom of action given to an employee to be a success or failure at his/her job. This would take in the ability to make changes and integrate the learning gained while doing the job (Janse, 2018). Responsibility is derived from autonomy, provides substantial freedom, independence and discretion to the individual in setting up the work and in shaping the procedures to be used in performing it out (Syukrina, et al., 2014). Whereas,

iii. **Knowledge of outcomes** is important for two reasons. Primarily it provides the person knowledge on how fruitful their work has been, which sequentially enables them to learn from mistakes. Secondly, knowledge of outcomes connect employee emotionally to the client of their outputs, consequently giving additional drive to the work (Janse, 2018).

According to Janse, (2008) Knowledge of outcomes is derived from feedback. It indicates an employee awareness of how effective he/she is changing his/her effort into performance. This can be whatsoever from production figures through to customer satisfaction scores. The point is that the feedback offers information that once you know, you can use to do things differently if you wish (Janse, 2018).

Accordingly, the Hackman and Oldham's job characteristics theory is ideal to guide the first and second objectives of the study which seek to assess the effect of intrinsic and extrinsic motivations, respectively, on employee's performance in Meru District Council, as well as



the third objective of the study which seek to determine motivation challenges that hold back employee's performance and the Meru District Council.

## **2.4 Empirical Reviews**

In this section related preceding empirical studies are critically reviewed. The reviewed literatures are grouped into global, regional and local studies, respectively.

### **2.4.1 Global Studies on Effect of Motivation on Workforce Performance**

Embi, et al., (2016) employed quantitative research method and applied descriptive statistics, correlation and regression analyses to examine the level of motivation amongst public service servant in Penang Malaysia and concluded that motivation is well thought-out as determinant of employees' job performance, and ultimately reflect the public sector performance. The results showed factors which caused this high level of motivation include courses (training), salary along with its annual increment and bonus.

Asim (2013) applied descriptive research design and used a quantitative approach to examine impact of motivation on employees' performance in education sector of Pakistan. The findings indicate that employee motivation has positive relationship with employee job performance. Specifically, the study revealed that employee rewards, promotions, incentives are motivation factors which have significant relationship to employee's performance.

Jayaweera (2015) conducted a cross-sectional study involving 254 hotel chains in England to assess the degree to which work motivation mediates the relationship between work environmental factors and job performance. The findings revealed that there is a considerable

relationship between work environmental factors and job performance and that motivation is mediated by the relationship between working conditions and job performance.

In addition, Jayaweera (2015) indicated that there is a significant relationship between work motivation and job performance of the hotel workers. However, with the exception of the examination of effect of environmental factors on employees' performance, the study did not attempt to examine effect of other intrinsic and extrinsic factors on motivation of employees. These factors were looked at in the study.

In a survey study by Tong (2013) which aimed to examine employee's motivation problems together with counter measures in Chinese small and medium sized private enterprises it was revealed that even though the bulk of small and medium-sized private enterprises have worker's motivation systems, it appears that the existed employee motivation systems did not achieve a needed level, because there were several existing problems which hindered their effective implementations. Some of these challenges were limited financial support to run the workforce motivation system efficiently, the autocratic management style which generated an unfriendly motivating environment, the redundant attitude of managers, lack of flawless modern human resource management concepts, policies as well as strategies.

Snelgar, et al. (2017) employed the exploratory factor analysis to look into similarities as well as differences relating to extrinsic and intrinsic motivation in the place of work between German and South African cultures through assessment of individuals with working experience together with tertiary education. The findings revealed preferences for intrinsic motivational factors for the entire sample with higher levels of intrinsic motivation preference for the South African

respondents as compared to German respondents. Demographic characteristics were found to have trivial role in determining levels of intrinsic motivation within individuals. Culture, in contrast, played the most important role in determining individual's levels of intrinsic or extrinsic motivation.

Osabiya (2015) applied a descriptive research design and adopted a survey strategy to examine factors that affect motivation of construction workers in Nigeria along with the consequential effect of the identified motivational factors on workforce performance in addition to the overall productivity. The findings indicated that employment contract, collaboration, provision of equipment in addition to supervision affixed in leadership by means of example had massive effect on motivation along with its impact on productivity. In addition, the study recognized opportunity to undertake challenging task, love and belongingness, communication, identification with goal plus overtime was amongst the decisive motivation factors that improve employees' performance. However, the study did not assessed effects of other features of intrinsic and extrinsic motivations such as salary, fringe benefits, rewards, bonus, appreciation, privileges and recognition.

#### **2.4.2 Regional Studies on Effect of Motivation on Workforce Performance**

Tefera (2014) examined the impact of extrinsic motivation on employee performance in the Development Bank of Ethiopia (DBE). The study employed correlation and linear regression analyse and found that salary, company policy, benefits, working conditions, interpersonal relationship over and above administration and supervision have effect on the performance of the workforce at DBE. Extrinsic motivations were found to be positively interrelated with the performance of employees. In particular, salary and benefit were found to have positive and

significant impact on employees' performance. However, working condition, interpersonal relation, company policy, plus administration and supervision were found to have positive but trivial impact on the employees' performance. It was as well found that employees' motivation is restrained by challenges such as lack of effective policies and political interference.

Waiyaki (2017) take on a descriptive research design to assess the effect of motivation on the performance of the workforce at Pam Golding Properties (PGP) in Kenya. The study found that the PGP management involved employees in setting goals and used motivational goal-setting as one of the motivation tool for its employees. The study also found that lack of regular training and employees' development hold down motivation of the employees. However, the study did examine effects of other facets of intrinsic and extrinsic motivations such as salary, bonus, positive recognition, fringe benefits, appreciation, bonus and privileges on employees' performance. Effects of these motivation factors on employee's performance was examined in the study.

Omollo (2015) adopted a descriptive research design to examine the effect of motivation on the performance of employees of the Kenya Commercial Bank and established that monetary rewards have considerable effect on employee's performance employees in the organization. It was as well found that good working environment, job enrichment and average workload have considerable effect on job performance. The study did not consider other features of motivation such as appreciation, fringe benefits, positive recognition, bonus and privileges. Effects of these motivation factors on employees' performance was examined in the study.

Mwabu and Were (2019) conducted a descriptive research design to examine the effect of employee motivation on work performance in selected research institutes in Nairobi City County.

The study employed regression and correlation analyses on data collected from 354 respondents and found that work environment, career growth, reward management, salary, allowances, bonuses, benefits in addition to training and development have positive and significant effect on employees' performance. In addition, enhancement in work environment practices, for instance upgrading in equipment, adequacy of resources, health and safety measures together with employment security perk up employee's performance. However, the study did not assess challenges that inhibit effect of motivation on employees' performance, which was examined by the study.

#### **2.4.3 Local Studies on Effect of Motivation on Workforce Performance**

Njunwa (2017) engaged a case study design in a study to examine employee's motivation in rural Local Government Authorities (LGAs) in Tanzania. Analysis of data collected from 55 managements, middle and lower levels staff, respectively, from Morogoro District Council revealed that employees in Morogoro District Council are not motivated because of low salaries, poor work environment, poor training program, lack of career development, lack of promotion, poor communication, unfair treatments plus political interferences. Nevertheless, the study did not assess other intrinsic and extrinsic motivations such as recognition, appreciation, benefits and privileges. As well, the study did not examine motivational challenges that restrain performance of employees.

Ntwenya (2020) adopted a case study research design to investigate the impact of politics-administration relationships on employee's performance in Tanzania Local Governments using data collected from 45 respondents drawn from Morogoro District Council. The study findings demonstrate that political-administration relationships facilitate maintenance of peace, harmony and security on carrying out regular activities; facilitate project implementation; generates

accountability and transparency among workers when performing their duties as well aid in conflicts resolution in the work place and the community. It was also revealed that political-administration relationships are the cause of conflict in the place of work; amplify labour turnover, cause labour insecurity in the place of work, as well as leading to corruption.

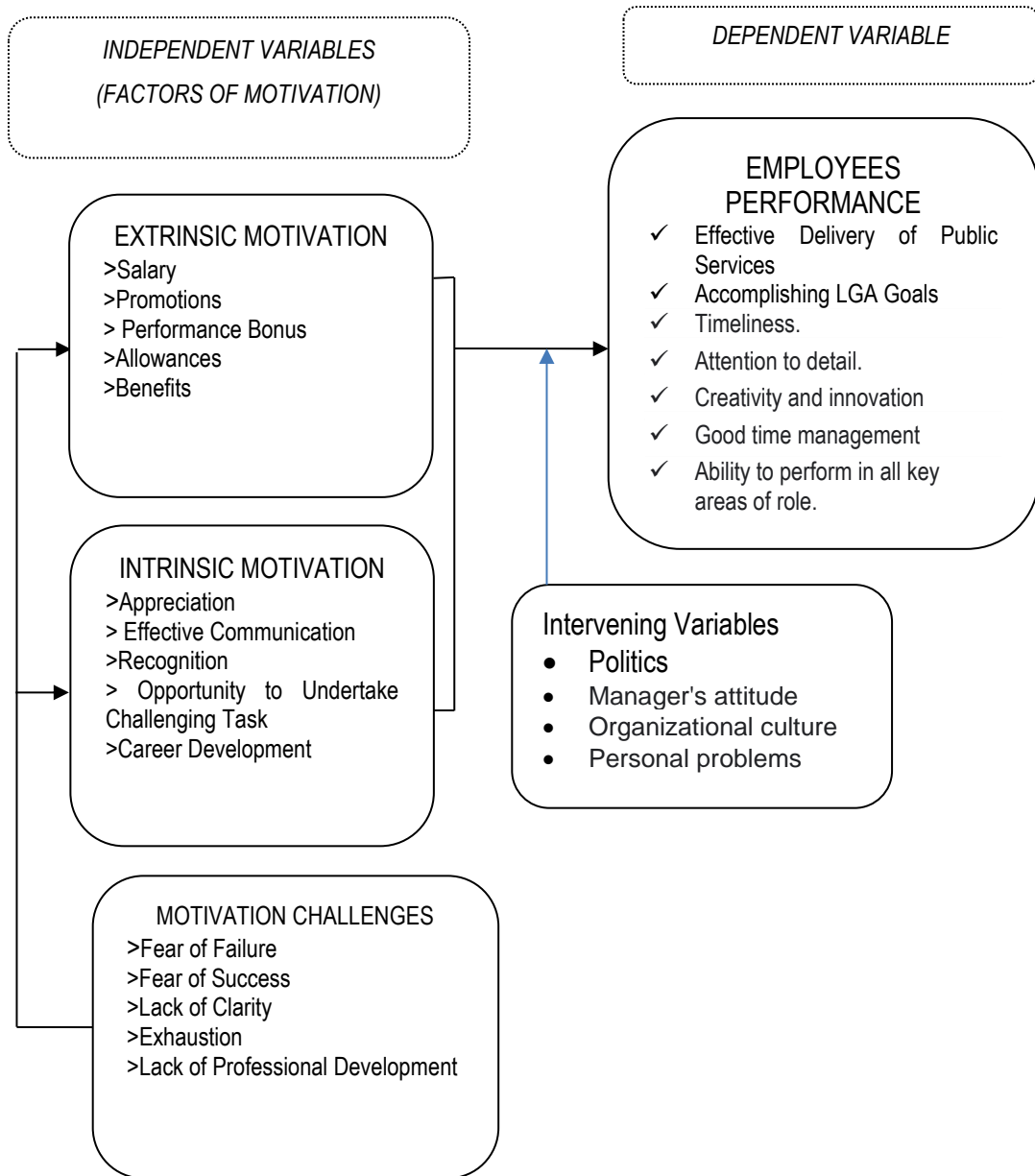
Mohamedi (2013) adopted a case study design to examine impact of motivation on employee job performance in the banking sector with a focus on Tanzania Postal Bank (TPB) at the Metropolitan branch and head office in Dar es salaam. The findings of the study indicated that salary increment and promotion were very important motivational factors that improve performance of TPB employees. The study did not examine effect of other motivations factors such as recognition, appreciation, benefits, bonus and privileges on employee's performance.

Buberwa (2015) adopted a case study design to examine the role of motivation on academic staff performance in Tanzania Public Universities with a specific focus on Moshi Co-operative University (MoCU). The findings of the study revealed that extrinsic and intrinsic motivation factors play a significant role in improving the performance of academic staff. Particularly, good working conditions, salary, recognition, allowance, and career advancement plays a vital role in enhancing employee performance. However, the study did not examine challenges that restrain motivation of employees and ultimately affect their performance.

## **2.5 Conceptual Framework**

Figure 2.1 represents the conceptualized interaction between motivation and employee's performance. It is conceptualized that employee's performance in workplaces are influenced by both intrinsic and extrinsic motivations. In particular, employees are intrinsically motivated by recognition, appreciation, effective communication as well as opportunity to undertake challenging tasks.

**Figure 2.1: Conceptual Framework**



Source: Researcher (2022) intuition from reviewed literatures

It is as well conceptualized that numerous extrinsic motivations such as salary, performance bonus, promotions, and allowances have effects on employee's performance. However, it is as well conceptualized that there are a number of motivational challenges that restrain employees' performance. These challenges consist of lack of clarity on tasks, fear of failure, fear of success,

exhaustion as well as distractions.

## **2.6 Research Gap**

Previous studies, for instance by Mohamedi (2013), Karubi (2014), Buberwa, (2015), Njunwa, (2017) and Ntwenya (2020) have indicated that there are no significant improvements recorded in the delivery of social services to the citizens due to poor performance of the LGAs. Yet, these studies did not examine effect of motivation on employee's performance. In addition, the current administrative and work environment in Tanzania have recently changed greatly and introduced several motivational measures such as staff promotions and salary increases. However, there is no evidence of an empirical study that was carried in Meru District Council (MDC) to examine the effect of motivation on the performance of employees. It is therefore very important to examine effect of motivation on employee's performance in MDC and consequently identify crucial motivation factors that are effective in increasing performance of civil servants in MDC.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

In this chapter the methodology that was engaged in the study. The chapter highlights the area of study, research design and approach, research population, sample size, data collection tools, pilot study and data analysis methods. The chapter also discusses validity, reliability and research ethical issue.

#### **3.1 Research design**

Kothari and Garg (2019) explained research design as an outline that typify how problem under enquiry was worked out. This study employed a descriptive research design. The design is taken on because it offers a logical outcome in addition to the characteristics associated with it at an exacting point in time, the use of descriptive research design was proper to this study for the reason that it allowed the researcher to collect needed data, described it, analysed and established evidence at one point at a time.

#### **3.2 Research approach**

Creswell (2013) portrayed research approach as a plan that is composed of actions of broad assumption to a comprehensive method of collecting data, analysis as well as interpretation. Research approach has its foundation on the scenery of the addressed research problem and is fundamentally categorised into the approaches of data collection along with data analysis and or reasoning.

There are approaches for data collections, namely quantitative and qualitative. There are two categories for data analysis namely deductive, for quantitative data and inductive for qualitative data (Creswell, 2013). The study employed both quantitative and qualitative data. Accordingly,

the study used the deductive and inductive approaches in the data analysis. Particularly, the study makes the most of simultaneous mixed method triangulation. This method is appropriate when conducting a single study which employ collection of quantitative and qualitative data simultaneously as was the case in this study. The justification of utilizing this type of enquiry was the need to smooth the progress of validation of the findings created by each method through evidence generated by the other (Saunders, 2012).

### **3.3 Study area**

The study was carried out at the Meru District Council (MDC). In particular, the study was conducted at the MDC headquarters and in some selected wards. The area is one of the old and vibrant District Council in the Country and thus forms an ideal study area to examine influence of motivation in employee's performance in the delivery of public services.

### **3.4 Study population**

According to Kothari and Garg (2019), population is a whole group of individuals, events or objects having a universal distinct characteristic. The population of this study encompassed all 3286 employees of MDC comprising of management team, operational officers and ordinary staff (NBS, 2020).

### **3.5 Sample size and procedures**

Kothari and Garg (2019) explained sample size as the number of elements pulled out from the universe to define a sample for a study from which data was drawn. The size of the sample singled out has to be most advantageous to guarantee the features of reliability, flexibility, efficiency, over and above representativeness. Methods utilised to find out sample size include sample size formulas (Kothari and Garg, 2019). Consequently, sample size for this study was

determined by means of a sample size formula that was introduced by Yamane in 1967 as indicated in Equation 3.1.

$$n = \frac{N}{1+N(e)^2} \dots\dots\dots 3.1$$

Where

e = 0.05 (5%)

n = number of derived sample size

N = total number of target population = 3286

e = margin of error

Consequently, minimum sample size is given by:

$$\begin{aligned} n &= \frac{3286}{1 + 3286 (0.05)^2} \\ &= 356.7 \\ &\approx 357 \end{aligned}$$

Therefore, a sample of 357 study participants was appropriate for this study. The sample for the study was distributed as shown in Table 3.2. The study involved management and operational staff of Meru District council. The proportion of the two categories in the sample distribution was thoughtfully designated to ensure a good mix of the management and operational staff who participated in the study. Since management staff was interviewed to provide qualitative data/information, 9 management staff was involved in the study as suggested by Hennink and Kaiser (2022) who showed that a sample of 9 -17 is ideal for collecting qualitative data by means of interview. The remaining number of respondents were operational staff who provided quantitative data.

**Table 3.1: Sample Frame**

S/N	Category	Population	Sample size	Percent of Sample	Method employed
1	Management team	17	9	3%	Purposive sampling
2	Ordinary officers/ Operational staff	3269	348	97%	Simple random sampling
	Total	3286	357	100%	

Source: Researcher, 2022

The purposive sampling method was employed to categorise the sample size into two clusters which was Management team cluster and ordinary officers / operational staff clusters as illustrated in Table 3.1.

### **3.6 Sampling Technique**

The study utilized two sampling methods, exclusively, the purposive sampling and systematic random sampling. Purposive sampling was used to cluster the respondents into two clusters. The first cluster is management staff who will provide in-depth information on effect of motivation on employee's performance at the MDC. From this cluster, 9 head of departments (HOD), from departments with large number of staff (Primary education; Secondary education; Health, Livestock and Fisheries; Agriculture, Irrigation and Cooperation; Community development; Administration and Human Resources Management) was interviewed. The second cluster involves ordinary/operational staff in the Meru district council who will also provide insights on effect of motivation on employee's performance. From this cluster with a total of 3269 ordinary / operational staff, a sample of 348 respondents was drawn by means of systematic random sampling technique.

#### **3.6.1 Purposive Sampling**

The study used the purposive sampling technique to select the elements that delivered the desired qualitative data. The most significant reason for choosing purposive sampling was

because of its ability to make available important information principally within the early stage of the study, that was convenient and less expensive. The techniques also guaranteed the inclusion of proper units of inquiry contained by the sample. Specifically, purposive sampling was utilised to decide on senior officers from the MDC headquarters participated in the study.

### **3.6.2 Random Sampling**

Random sampling is a sampling technique where each element within the population has the same chance of being selected as a sample (Kothari and Garg, 2019). The researcher utilized systematic random sampling to select officers from MDC who participated in the study. The 3269 operational/ordinary officers from the MDC was listed alphabetically and 348 respondents was systematically selected from the list by picking every fifth name starting from the third name in the list. After getting the list of prospective respondents, the researcher requested head of sections at Meru district council to distribute the questionnaires to the randomly selected employees participated in the study.

## **3.7 Data collection methods and instruments**

The main data collection methods that was employed in the study are questionnaire and interview. The study used questionnaire guide and interview guide as data collection instruments. Primary data are new data directly collected by the researcher from the study area for the purpose of answering the research questions (Creswell, 2013).

### **3.7.1 Questionnaires**

Semi-structured questionnaire was employed to collect primary data from the MDC officers. The preference of questionnaires was due to the reason that all respondents are literate and quite proficient to answer questions asked adequately. Kothari and Garg (2019) described the

questionnaire as the most suitable data collection instrument owing to its ability to collect a large amount of information in a practically fast duration of time. Questionnaires guaranteed privacy of the source of information through anonymity along with ensuring standardization. It is from the above base that the questionnaire was selected as an appropriate data collection method for the study.

The questionnaire guide contained a mix of questions that permit for both open-ended questions as well as specific responses to an extensive range of questions. The questionnaire guide was alienated into two sections. Section one covered the demographic information while section two focused on the effect of motivations factors for MDC employee's performance. Furthermore, section two was subdivided into three subsections on the base of the objectives of the study.

### **3.7.2 Interview**

The researcher employed interview method to collect qualitative data from selected MDC senior officers through interviews in order to appeal for in-depth information regarding the motivation's factors for civil servants' performance. According to Creswell (2013) the interview guide is particularly an important source of getting information over and above being supportive in managing the objectives of the study.

Data collection by means of interviews generates and promotes the understanding of the perceptions and effect of motivation on employee's performance, and made possible for the researcher to bring together additional information that would not be provided by the interviewed respondents. The benefit of using interviews is from the reality that it is a speedy technique of collecting information and the researcher is capable to be familiar with whether the respondents understand the questions or not.

### **3.7.3 Secondary Data**

The researcher reviewed different documents in order to access precise as well as reliable data. Documents that was reviewed comprised of guidelines, directives, policies and regulations.

### **3.8 Pilot Test**

A pilot test was conducted to pre-test the data collection instruments before embarking on complete data collection. This test involved non-interview and interview sample group members. To achieve this, questionnaires guides was disseminated to ten (10) randomly selected persons who were asked to respond to the questions with the intention of checking if they clearly understand the questions or if there is a necessitate to improve the data collection instruments (Creswell, 2013).

### **3.9 Data Analysis Methods**

The quantitative data was analysed by deploying cross tabulation with descriptive statistics (percentages, frequencies, mean and standard deviations) The researcher used STATA SE 11.2 as an analytical tool for the quantitative data. These analyses were performed to examine the effect of motivation on employee performance at Meru District Council.

Thematic analysis was employed to analyse qualitative data. The qualitative data was carefully analysed by identifying the patterns and themes. Each theme was connected to the respective research objective. The interpretation was grounded on the pre-set research objectives.

Secondary data that was collected through documentary review was prudently analysed by classifying the patterns and themes. Each theme was related to the respective research objective. The interpretation was grounded on the pre-set research objectives.

### 3.10 Validity and Reliability

#### 3.11 Data Validity

Validity refers to the scale to which technique for data generation together with analytical methods accurately measures what they were intended to measure. In addition, whereas construct validity evaluates if the research is essentially measuring what is expected, internal validity is attained when a research reveals a causal relationship between two variables.

The researcher conferred with at least two research experts to corroborate the items of the data collection instruments if they are appropriate measures of the concepts being measured. Content validity was checked through assessment of the quality of the items on the survey.

#### 3.12 Data Reliability

Saunders (2012) explained reliability as about whether the data generation techniques and analytical methods are capable to generate consistence findings if they are to be repetitive in another analogous occurrence. In the study, reliability was tested by calculating internal consistency. The internal consistence was determined through Cronbach's alpha which is a statistic that is typically employed to determine the consistence of responses to the prepared questions. Cronbach's alpha coefficient above 0.7 is as a rule accepted as an adequate indication of internal consistence. and the finding in Table 3.3 reveals that Cronbach's Alpha coefficient attained is 0.8391, implying that the was adequate reliability of the data due to acceptable internal consistency of the items in the data collection instrument.

**Table 3.2: Reliability test**

Average interitem covariance:	.1774984
Number of items in the scale:	14
Scale reliability coefficient:	0.8391

Source: Field data (2022)



### **3.13 Ethical Issues in Data Collection**

A good research must be appropriately designed, well-planned, well-adjusted and ethically approved because an inferior standard might constitute research misconduct (Mugenda and Mugenda, 2013). In the study, confidentiality together with privacy of the respondents was observed. Research clearance letter from IAA to introduce the researcher to Meru District Council (MDC) was requested, and from consent from MDC and from all respondents was requested preceding to data collection. Civilized conduct was observed all through the study. The researcher guarantees that nothing from the study findings can traced back to the respondents.

## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.0 Chapter Overview**

The study Assessed the impact of effect of motivation on employees' performance in local government authorities, with a particular focus on Meru District Council. The study has focused on assessment of the effect of intrinsic motivations on employees' performance in the Meru District Council; assessment of the effect of extrinsic motivations on employees' performance in the Meru District Council; and determining the motivational challenges that hold back employee's performance in the Meru District Council. At the beginning, the chapter starts by presenting the demographic characteristics of the respondents.

#### **4.1 Demographics Characteristics of the Respondents**

Findings in Table 4.1 summarises the demographics characteristics along with general information about the respondents. The findings in Table 4.1 are explained in succeeding sub-sections 4.1.1 to 4.1.4, each covering gender of respondents, age of respondents, education level and roles of respondents, duration of service, and position of the respondents at the Meru district council.

##### **4.1.1 Gender of respondents**

The finding presented in Table 4.1 indicate that the study engaged a sample of 350 respondents. About 49.14% (172) of the respondents were female and 50.86% (178) were males. The study has achieved a response rate of 98.04% of the determined sample size which was 357.

#### 4.1.2 Age of Respondent

Results in Table 4.1 shows that 33.43% (117) of the respondents were in the age group 18-30 years; 39.14% (137) were in the age group 31-40 years; about 18.86% (66) were in the age group 41-50 years and about 8.57% (30) were in the age group 51-60 years.

#### 4.1.3 Education of the Respondents

The findings in Table 4.1 shows that 45.71% (160) of the respondents hold diplomas, 45.43% (159) of the respondents holds first degree, 4.57% (16) of the respondents hold master degree, and 4,29% (15) of the respondent have postgraduate diplomas. This finding tells that the study has involved respondents with varied education level who are able to understand impact of training on employee performance and productivity.

**Table 4.1: Demographic characteristics of respondents**

Characteristic		Frequencies	Percentage
Gender	Female	172	49.14
	Male	178	50.86
	<b>Total</b>	<b>350</b>	<b>100</b>
Age	18-30 years	117	33.43
	31-40 years	137	39.14
	41-50 years	66	18.86
	51-60 years	30	8.57
	<b>Total</b>	<b>350</b>	<b>100</b>
Education	Diploma	160	45.71
	First Degree	159	45.43
	Postgraduate Diploma	15	4.29
	Master's Degree	16	4.57
	<b>Total</b>	<b>350</b>	<b>100</b>
Duration of service	1-5 years	165	47.14
	5-10 years	128	36.57
	Above 10 years	57	16.29
	<b>Total</b>	<b>350</b>	<b>100</b>
Position in organization	Operational Officer	343	2
	Management Staff	7	98
	<b>Total</b>	<b>350</b>	<b>100</b>

Source: Field study (2022)

#### **4.1.4 Job Position of Respondents**

The findings in Table 4.1 also indicates that 98% (343) of the respondents were operational officers, and 2% (7) were management staff at Meru District council. The operational officers provided quantitative data collected through questionnaires, and the management staff provided qualitative data that was collected through interviews.

#### **4.1.5 Duration of Service of Respondents at Meru District Council**

The findings in Table 4.1 indicates that 47.14% (165) of the respondents has worked with the Meru District Council for a period of 1-5 years. About 36.57% (128) of the respondents have worked with the Meru District Council for a duration of f 5 -10 years, and 16.29% (57) have worked with the Meru District Council for more than 10 years. This finding indicate that the respondents had adequate experience to understand the impact of motivation on employee's performance and at the Meru District Council.

### **4.2 Presentation of Findings Relative to Specific Objectives**

#### **4.2.1 Effect of Intrinsic Motivations on Employees' Performance**

The study has assessed effect of intrinsic motivation on employee's performance at the Meru District Council. Specifically, the study has assessed effects of recognition, appreciations, communication, opportunity to take on challenging tasks and career advancement, respectively, on employees' performance at the Meru District Council. The findings of these assessments ensue in the succeeding sections 4.2.1.1 to 4.2.1.5.

##### **4.2.1.1 Effect of Recognition on Employees' Performance**

The study has assessed the effect of recognition on employee's performance at the Meru District Council. The findings of the study in Table 4.2 basing on the responses from 343

operational officers who participated in the study indicates that 36.15% of the respondents agree and 44.02% strongly agree that recognition is a motivation factor that affects employee's performance in Meru District Council. However, 19.83% of the respondents were not sure if recognition is a motivation factor that affects employee's performance in Meru District Council.

**Table 3.2: If recognition affects employee's performance**

Tabulation of Recognition		
Level of Measurement	Frequency	Percent
Not sure (3)	68	19.83%
Agree (4)	124	36.15%
Strongly agree (5)	151	44.02%
Total	343	100%

Source: Field data (2022)

This finding was also complemented by responses from management staff who were interviewed. For instance, Head of the ICT department said that:

*“Recognition make an employee love his/her work and improve his/her work performance”*

In addition, the Head of the Primary Education department said that:

*“When employees are recognised for their performance they feel as they are part of the organization and this will improve their performance tremendously”*

Similarly, the Head of Secondary Education said that:

*“Recognition increase the performance of the employees in the organization because it helps the employees see that their company values them”*

Whereas Head of Administration and Human Resources (HR) department said that recognition make employees improves their performance in service delivery.

#### **4.2.1.2 Effect of Appreciation on Employees' Performance**

The study has assessed the effect of appreciation on employee's performance at the Meru

District Council. The findings of the study in Table 4.3 basing on the responses from 343 operational officers who participated in the study indicates that 53.64% of the respondents agree and 36.73% strongly agree that appreciation is a motivation factor that affects employee's performance in Meru District Council. However, 4.96% of the respondents disagree and 4.66% of the respondents were not sure if appreciation is a motivation factor that affects employee's performance in Meru District Council.

**Table 4.3: If appreciation affects employee's performance**

Tabulation of Appreciation		
Level of Measurement	Frequency	Percent
Disagree (2)	17	4.96%
Not sure (3)	16	4.66%
Agree (4)	184	53.64%
Strongly agree (5)	126	36.73%
Total	343	100%

Source: Field data (2022)

In addition, Head of Primary Education said that:

*“Appreciation is important in improving employee’s performance. This can be verbal or written but generally the performance will always spur if employees are appreciated”.*

In same line the Head of the Secondary education said that:

*“Appreciation helps the employees see that their company values them. It smoothens them to increase the performance of the organization”*

Adding to that the Head of Administration and HR Department said that:

*“Appreciation is the key to improving employee performance in service delivery”*

#### **4.2.1.3 Effect of Communication on Employees' Performance**

The study has assessed the effect of communication on employee's performance at the Meru

District Council. The findings of the study in Table 4.4 basing on the responses from 343 operational officers who participated in the study indicates that 54.23% of the respondents agree and 41.11% strongly agree that communication is a motivation factor that affects employee's performance in Meru District Council. However, 4,66% of the respondents were not sure if communication is a motivation factor that affects employee's performance in Meru District Council.

**Table 4.4: If communication affects employee's performance**

Tabulation of Communication		
Level of Measurement	Frequency	Percent
Not sure (3)	16	4.66%
Agree (4)	186	54.23%
Strongly agree (5)	141	41.11%
Total	343	100%

Source: Field data (2022)

In addition, Head of Primary Education who was interviewed said that:

*“Communication is very essential in performance improvements; therefore, the organization should ensure communication works well to improve employee's performance. Hence organization objectives and responsibilities of employees should be communicated effectively”*

Adding to that the Head of Administration and HR Department said that:

*“Effective communication supports and enhance employee performance in service delivery”*

#### **4.2.1.4 Effect of Opportunity to take on challenging tasks on Employees' Performance**

The study has assessed the effect of opportunity to take on challenging tasks on employee's

performance at the Meru District Council. The findings of the study in Table 4.5 basing on the responses from 343 operational officers who participated in the study indicates that 58.89% of the respondents agree and 20.99% strongly agree that opportunity to take on challenging tasks is a motivation factor that affects employee’s performance in Meru District Council. However, 9.91% of the respondents disagree and 10.20% of the respondents were not sure if opportunity to take on challenging tasks is a motivation factor that affects employee’s performance in Meru District Council.

**Table 4.5: If opportunity to take on challenging tasks affects employee's performance**

Tabulation of Opportunity to take on challenging tasks		
Level of Measurement	Frequency	Percent
Disagree (2)	17	4.96%
Not sure (3)	16	4.66%
Agree (4)	184	53.64%
Strongly agree (5)	126	36.73%
Total	343	100%

Source: Field data (2022)

In addition, Head of the ICT department said that:

*“Providing opportunity for employees to take on challenging tasks help to improve knowledge and skills as well as motivating employees to perform well”*

In addition, the Head of the Primary Education department said that:

*“Challenging jobs to employees builds resilient and problem-solving skills, hence the more the employee is exposed to complex tasks in the long run will improve performance. Caution should be taken to ensure the employee is supplied with necessary resources to accomplish the tasks”.*



Correspondingly, the Head of Secondary Education said that:

*“Opportunity to take on challenging jobs can help to provide venue where employee can find themselves in future. It helps employees to understand their potentials and improve their work performance”*

Adding to that, the Head of Administration and Human Resources (HR) department said:

*‘Opportunities to take challenging jobs really improves employee performance in service delivery’.*

#### **4.2.1.5 Effect of Career development on Employees' Performance**

The study has assessed the effect of career development on employee’s performance at the Meru District Council. The findings of the study in Table 4.6 basing on the responses from 343 operational officers who participated in the study indicates that 69.10% of the respondents agree and 25.95% strongly agree that career development is a motivation factor that affects employee’s performance in Meru District Council. However, 4,96% of the respondents were not sure if career development is a motivation factor that affects employee’s performance in Meru District Council.

**Table 4.6: If career development affects employee's performance**

Tabulation of Career development		
Level of Measurement	Frequency	Percent
Not sure (3)	17	4.96%
Agree (4)	237	69.10%
Strongly agree (5)	89	25.95%
Total	343	100%

Source: Field data (2022)

In addition, Head of the ICT department said that:

*"Career development helps to increase employee's efficiency in performing duties"*

Also, the Head of the Primary Education department said that:

*"It is the responsibility of the employer to ensure carrier development plan of an employee. Hence the employer should ensure employee is exposed to the right knowledge to full fill his/her duty. Career advancement include on job training, short courses and exposure to the right technology generally, helps to improve service delivery."*

Correspondingly, the Head of Secondary Education said that:

*"Career development helps to fill the gaps in the organization. It also helps the employees to discover new interest in Meru District Council and improve the work performance"*

Adding to that, the Head of Administration and Human Resources (HR) department said:

*"Career advancement boosts employees' performance in the delivery of public services".*

#### **4.2.1.6 Descriptive Statistics on Effect of Intrinsic Motivation on Employees Performance**

The detailed results of descriptive statistics on the effect of intrinsic motivations on employee's performance at Meru District Council comprise of mean and standard deviation is presented in Table 4.7. The intrinsic motivations were examined on a scale of 1 to 5 with a mid-value of 3. The finding for each of the five measured intrinsic motivation (recognition, appreciations, communication, opportunity to take on challenging tasks and career advancement) are as

follows:

The detailed results of descriptive statistics on whether recognition is an intrinsic motivation that affects employee's performance in the Meru District Council indicates that the mean value of the factor 'recognition" was above three signifying that recognition have significant effect in the employee's performance in the Meru District Council.

Likewise, the detailed results of descriptive statistics on whether appreciation is an intrinsic motivation that affects employee's performance in the Meru District Council indicates that the mean value of the factor 'recognition" was above three signifying that appreciation have significant effect in the employee's performance in the Meru District Council.

In the same way, the detailed results of descriptive statistics on whether communication is an intrinsic motivation that affects employee's performance in the Meru District Council indicates that the mean value of the factor 'recognition" was above three signifying that communication have significant effect in the employee's performance in the Meru District Council.

Also, the detailed results of descriptive statistics on whether opportunity to take on challenging tasks is an intrinsic motivation that affects employee's performance in the Meru District Council indicates that the mean value of the factor 'recognition" was above three signifying that opportunity to take on challenging tasks have significant effect in the employee's performance in the Meru District Council.

The detailed results of descriptive statistics on whether career development is an intrinsic motivation that affects employee's performance in the Meru District Council indicates that the

mean value of the factor ‘recognition’ was above three signifying that career development have significant effect in the employee’s performance in the Meru District Council.

**Table 4.7: Descriptive statistics on factors affecting employee’s motivation**

Variable	Obs.	Mean	Std. Dev.	Min	Max
Recognition	343	4.241983	0.7626429	3	5
Appreciation	343	4.221574	0.7515293	2	5
Communication	343	4.364431	0.5708465	3	5
Opportunity to take on challenging tasks	343	3.909621	0.8580537	2	5
Career development	343	4.209913	0.5155089	3	5

Source: Field data (2022)

#### **4.2.2 Effect of Extrinsic Motivations on Employees' Performance**

The study has assessed effect of extrinsic motivation on employee’s performance at the Meru District Council. Specifically, the study has assessed effects of salary, bonuses, allowances, promotions and benefits, on employees’ performance at the Meru District Council. The findings of these assessments ensue in the succeeding sections 4.2.2.1 to 4.2.2.5.

##### **4.2.2.1 Effect of Salary on Employees' Performance**

The study has assessed the effect of salary on employee’s performance at the Meru District Council. The findings of the study in Table 4.8 basing on the responses from 343 operational officers who participated in the study indicates that 51.90% of the respondents agree and 38.48% strongly agree that salary is a motivation factor that affects employee’s performance in Meru District Council. However, 4.66% of the respondents disagree and 4.96% of the

respondents were not sure if salary is a motivation factor that affects employee's performance in Meru District Council.

**Table 4.8: If salary affects employee's performance**

Tabulation of Salary		
Level of Measurement	Frequency	Percent
Disagree (2)	16	4.66%
Not sure (3)	17	4.96%
Agree (4)	178	51.90%
Strongly agree (5)	132	38.48%

Source: Field data (2022)

In addition, Head of the ICT department said that:

*"Salary reduce stress in working area, and increase confidence in performing work"*

Also, the Head of the Primary Education department said that:

*"Salary increase improve the performance of employees in delivery public service."*

Adding to that, the Head of Administration and Human Resources (HR) department said:

*"Salary is among the best motivation in improving employee performance".*

#### **4.2.2.2 Effect of Bonus on Employees' Performance**

The study has assessed the effect of bonus on employee's performance at the Meru District Council. The findings of the study in Table 4.9 basing on the responses from 343 operational officers who participated in the study indicates that 58.89% of the respondents agree and 36.44% strongly agree that bonus is a motivation factor that affects employee's performance in Meru District Council. However, 4.66% of the respondents were not sure if bonus is a motivation factor that affects employee's performance in Meru District Council.

**Table 4.9: If bonus affects employee's performance**

Tabulation of Bonus		
Level of Measurement	Frequency	Percent
Not sure (3)	16	4.66%
Agree (4)	202	58.89%
Strongly agree (5)	125	36.44%
Total	343	100%

Source: Field data (2022)

In addition, the Head of the Primary Education department said that:

*“Bonuses always come as an extra income, and it adds up to the salary. This will improve performance of employees in delivery public service”.*

Correspondingly, the Head of Secondary Education said that:

*“Bonus helps to boost employee’s performance”*

Adding to that, the Head of Administration and Human Resources (HR) department said:

*“Bonuses in taking challenging jobs boosts employee performance in service delivery”*

#### **4.2.2.3 Effect of Allowance on Employees' Performance**

The study has assessed the effect of allowance on employee’s performance at the Meru District Council. The findings of the study in Table 4.10 basing on the responses from 343 operational officers who participated in the study indicates that 36.44% of the respondents agree and 53.94% strongly agree that allowance is a motivation factor that affects employee’s performance in Meru District Council. However, 9.62% of the respondents were not sure if allowance is a motivation factor that affects employee’s performance in Meru District Council.

**Table 4.10: If allowance affects employee's performance**

Tabulation of Allowance		
Level of Measurement	Frequency	Percent
Not sure (3)	33	9.62%
Agree (4)	125	36.44%
Strongly agree (5)	185	53.94%
Total	343	100%

Source: Field data (2022)

Additionally, the Head of the Primary Education department when talking about the effect of allowance on employee's performance said that:

*"Anything coming as extra income will improve delivery of public services in Meru District Council."*

In addition, the Head of the Secondary Education department said that:

*"Allowance helps employees to perform better as it increases morale of working of the employees."*

Adding to that, the Head of Administration and Human Resources (HR) department said:

*"As salaries are not enough, allowances to employees improves their service delivery performance."*

#### **4.2.2.4 Effect of Promotions on Employees' Performance**

The study has assessed the effect of promotions on employee's performance at the Meru District Council. The findings of the study in Table 4.11 basing on the responses from 343 operational officers who participated in the study indicates that 46.36% of the respondents agree and 48.69% strongly agree that promotions is a motivation factor that affects employee's performance in Meru District Council. However, 4.96% of the respondents disagree and 10.20%

of the respondents were not sure if promotions are a motivation factor that affects employee's performance in Meru District Council.

**Table 4.11: If promotions affects employee's performance**

Tabulation of Promotions		
Level of Measurement	Frequency	Percent
Not sure (3)	17	4.96%
Agree (4)	159	46.36%
Strongly agree (5)	167	48.69%
Total	343	100%

Source: Field data (2022)

Additionally, the Head of the Primary Education department when talking about the effect of allowance on employee's performance said that:

*"Anything coming as extra income will improve delivery of public services in Meru District Council."*

In addition, the Head of the Secondary Education department said that:

*"Allowance helps employees to perform better as it increases morale of working of the employees."*

Adding to that, the Head of Administration and Human Resources (HR) department said:

*"Promotion supports performance in employee service delivery."*

#### **4.2.2.5 Effect of Benefit on Employees' Performance**

The study has assessed the effect of benefit on employee's performance at the Meru District Council. The findings of the study in Table 4.12 basing on the responses from 343 operational officers who participated in the study indicates that 61.52% of the respondents agree and



38.48% strongly agree that benefit is a motivation factor that affects employee's performance in Meru District Council.

**Table 4.12: If benefit affects employee's performance**

Tabulation of Benefit		
Level of Measurement	Frequency	Percent
Agree (4)	211	61.52%
Strongly agree (5)	132	38.48%
Total	343	100%

Source: Field data (2022)

Additionally, the Head of the Primary Education department when talking about the effect of allowance on employee's performance said that:

*"Benefits are broad which may include having allowance, transport allowance etc. they make employees comfortable, hence improving delivery of public services."*

Adding to that, the Head of Administration and Human Resources (HR) department said:

*"Benefits to employees is key to improving employee performance on service delivery."*

#### **4.2.2.6 Descriptive Statistics on Effect of Extrinsic Motivation on Employees Performance**

The detailed results of descriptive statistics on the effect of extrinsic motivations on employee's performance at Meru District Council comprise of mean and standard deviation is presented in Table 4.13. The extrinsic motivations were examined on a scale of 1 to 5 with a mid-value of 3. The finding for each of the five measured extrinsic motivations (salary, bonuses, allowances, promotions and benefits) are as follows:

The detailed results of descriptive statistics on whether salary is an extrinsic motivation that affects employee's performance in the Meru District Council indicates that the mean value of the factor 'salary" was above three signifying that salary have significant effect in the motivation of employees in the Meru District Council.

The detailed results of descriptive statistics on whether bonus is an extrinsic motivation that affects employee's performance in the Meru District Council indicates that the mean value of the factor 'bonus" was above three signifying that bonus have significant effect in the employee's performance in the Meru District Council.

The detailed results of descriptive statistics on whether allowance is an extrinsic motivation that affects employee's performance in the Meru District Council indicates that the mean value of the factor 'allowance" was above three signifying that allowance have significant effect in the employee's performance in the Meru District Council.

The detailed results of descriptive statistics on whether promotion is an extrinsic motivation that affects employee's performance in the Meru District Council indicates that the mean value of the factor 'promotion" was above three signifying that promotion have significant effect in the employee's performance in the Meru District Council.

The detailed results of descriptive statistics on whether benefits are an extrinsic motivation that affects employee's performance in the Meru District Council indicates that the mean value of the factor 'benefits" was above three signifying that benefits have significant effect in the employee's performance in the Meru District Council.

**Table 4.13: Descriptive statistics on extrinsic motivation affecting employee's performance**

Variable	Obs.	Mean	Std. Dev.	Min	Max
Salary	343	4.241983	0.7510528	2	5
Bonus	343	4.317784	0.5576725	3	5
Allowance	343	4.443149	0.6636806	3	5
Promotion	343	4.437318	0.5883924	3	5
Benefit	343	4.38484	0.4872682	4	5

Source: Field data (2022)

### **4.2.3 Motivational Challenges Holding Back Employee's Performance in the Meru District Council**

The study has examined motivational challenges affecting employee's performance at the Meru District Council. Specifically, the study has examined if fear of success, fear of failure, lack of clarity, exhaustion, and lack of professional development are motivational challenges holding back employees' performance at the Meru District Council. The findings of these assessments follow in the succeeding sections 4.2.3.1 to 4.2.3.5.

#### **4.2.3.1 Fear of Success as a Motivational Challenge**

The study examined if fear of success is motivational challenge that hold back employee's performance in Meru District Council. Findings in Table 4.14 reveals that 54.05% of the respondents agree and 39.89% strongly agree that fear of success is a motivational challenge that hold back employee's performance at Meru District Council. However, 23.03% of the respondents disagree, and 10.20% of them were not sure if fear of success is a motivational challenge that hold back employee's performance at Meru District Council.

**Table 4.14: fear of success as a motivational challenge**

Tabulation of <b>fear of success</b>		
Level of Measurement	Frequency	Percent
Disagree (2)	79	23.03%
Not sure (3)	35	10.20%
Agree (4)	141	41.11%
Strongly agree (5)	88	25.66%
Total	148	100%

Source: Field data (2022)

#### **4.2.3.2 Fear of Failure as a Motivational Challenge**

The study examined if fear of failure is motivational challenge that hold back employee's performance in Meru District Council. Findings in Table 4.15 reveals that 59.18% of the respondents agree and 31.20% strongly agree that fear of failure is a motivational challenge that hold back employee's performance at Meru District Council. However, 4.96% of the respondents disagree, and 4.66% of them were not sure if fear of failure is a motivational challenge that hold back employee's performance at Meru District Council.

**Table 4.15: Fear of failure as a motivational challenge**

Tabulation of <b>fear of failure</b>		
Level of Measurement	Frequency	Percent
Disagree (2)	79	23.03%
Not sure (3)	35	10.20%
Agree (4)	141	41.11%
Strongly agree (5)	88	25.66%
Total	148	100%

Source: Field data (2022)

#### **4.2.3.3 Lack of clarity as a Motivational Challenge**

The study examined if lack of clarity is motivational challenge that hold back employee's performance in Meru District Council. Findings in Table 4.16 reveals that 46.36% of the respondents agree that lack of clarity is a motivational challenge that hold back employee's performance at the Meru District council. However, 5.25% of the respondents disagree and

33.53% strongly agree that lack of clarity is a motivational challenge that hold back employee's performance at Meru District Council. Also, 14.87% of the respondents were not sure if lack of clarity is a motivational challenge that hold back employee's performance at Meru District Council.

**Table 4.16: lack of clarity as a motivational challenge**

Tabulation of <b>lack of clarity</b>		
Level of Measurement	Frequency	Percent
Disagree (2)	79	23.03%
Not sure (3)	35	10.20%
Agree (4)	141	41.11%
Strongly agree (5)	88	25.66%
Total	148	100%

Source: Field data (2022)

#### 4.2.3.4 Exhaustion as a Motivational Challenge

The study examined if exhaustion is motivational challenge that hold back employee's performance in Meru District Council. Findings in Table 4.17 reveals that 36.15 % of the respondents agree, and 28.28% strongly agree that exhaustion is a motivational challenge that hold back employee's performance at the Meru District council. However, 25.66% of the respondents disagree and 9.91% of the respondents were not sure if exhaustion is a motivational challenge that hold back employee's performance at Meru District Council.

**Table 4.17: exhaustion as a motivational challenge**

Tabulation of <b>exhaustion</b>		
Level of Measurement	Frequency	Percent
Disagree (2)	79	23.03%
Not sure (3)	35	10.20%
Agree (4)	141	41.11%
Strongly agree (5)	88	25.66%
Total	148	100%

Source: Field data (2022)

#### 4.2.3.5 Lack of Professional Development as a Motivational Challenge

The study examined if lack of professional development is motivational challenge that hold back employee's performance in Meru District Council. Findings in Table 4.18 reveals that 64.72% of the respondents agree, and 24.78% strongly agree that lack of professional development is a motivational challenge that hold back employee's performance at the Meru District Council. However, 10.50% of the respondents disagree that lack of professional development is a motivational challenge that hold back employee's performance at Meru District Council.

**Table 4.18: lack of professional development as a motivational challenge**

Tabulation of lack of professional development		
Level of Measurement	Frequency	Percent
Disagree (2)	36	23.03%
Agree (4)	222	64.72%
Strongly agree (5)	85	24.78%
Total	148	100%

Source: Field data (2022)

In addition, during interview, the Head of the Primary Education department said that:

*"Motivational challenges holding back employee's performance includes financial constraints, negligence by employers' in discharging employees' rights, poor infrastructure for delivery services and poor employees' benefits"*

Correspondingly, the Head of Secondary Education said that:

*"Career development helps to fill the gaps in the organization. It also helps the employees to discover new interest in Meru District Council and improve the work performance"*

Adding to that, the Head of Administration and Human Resources (HR) department said:

*"Career advancement boosts employees' performance in the delivery of public services".*

#### **4.2.3.6 Descriptive Statistics on Motivational Challenges Holding Back Employee's Performance**

The detailed results of descriptive statistics on the motivational challenges holding back employee's performance at Meru District Council encompass of mean and standard deviation is presented in Table 4.19. The motivational challenges were examined on a scale of 1 to 5 with a mid-value of 3. The finding for each of the five measured motivational challenges (fear of success, fear of failure, lack of clarity, exhaustion and lack of professional development) are as follows:

The detailed results of descriptive statistics on whether fear of success is a motivational challenge holding back employee's performance at the Meru District Council, indicates that the mean value of the motivational challenge 'fear of success' was above three signifying that fear of success is a motivational challenge with significant effect in holding back employee's performance at the Meru District Council.

The detailed results of descriptive statistics on whether fear of failure is a motivational challenge holding back employee's performance at the Meru District Council, indicates that the mean value of the motivational challenge 'fear of failure' was above three signifying that fear of failure is a motivational challenge with significant effect in holding back employee's performance at the Meru District Council.

The detailed results of descriptive statistics on whether lack of clarity is a motivational challenge holding back employee's performance at the Meru District Council, indicates that the mean value of the motivational challenge 'lack of clarity' was below three signifying that lack of clarity is a motivational challenge with low effect in holding back employee's performance at the Meru District Council.

The detailed results of descriptive statistics on whether exhaustion is a motivational challenge holding back employee's performance at the Meru District Council, indicates that the mean value of the motivational challenge 'exhaustion' was above three signifying that exhaustion is a motivational challenge with significant effect in holding back employee's performance at the Meru District Council.

The detailed results of descriptive statistics on whether lack of professional development is a motivational challenge holding back employee's performance at the Meru District Council, indicates that the mean value of the motivational challenge 'lack of professional development' was above three signifying that lack of professional development is a motivational challenge with significant effect in holding back employee's performance at the Meru District Council.

**Table 4.19: Descriptive statistics on motivational challenges holding back employee's performance**

Variable	Obs.	Mean	Std. Dev.	Min	Max
Fear of success	343	3.693878	1.090707	2	5
Fear of failure	343	3.693878	1.339794	2	5
Lack of clarity	343	2.740525	1.339794	1	5
Exhaustion	343	3.670554	1.141678	2	5
Lack of professional development	343	4.037901	0.8174044	2	5

Source: Field data (2022)

## 4.6 Discussions of the Findings

### (A) Effect of Intrinsic Motivations on Employees' Performance

On the basis of the detailed findings of descriptive statistics on effects of intrinsic motivations on employee's performance, it is evident that recognition, appreciation, communication, opportunity to take on challenging tasks and career development are intrinsic motivations with



significant effects on employee's performance in the Meru District Council. These findings suggest that employees are motivated when they are recognised as well as appreciated when they perform the duties well, and consequently enhance the work performance. Also, effective communication in an organization motivate employees to improve on their performance. The findings suggest that employees are motivated when they are allowed to take on challenging tasks, as they may use this as an opportunity to be recognised for future promotions.

These findings support findings reported by Asim (2013) who examined impact of motivation on employees' performance in education sector of Pakistan, and indicated that employee motivation has positive relationship with employee job performance. Specifically, the study revealed that employee rewards, promotions, incentives are motivation factors with significant relationship to employee's performance.

Current findings are also agreeing to previous finding reported by Osabiya (2015) who examined factors that affect motivation of construction workers in Nigeria along with the consequential effect of the identified motivational factors on workforce performance in addition to the overall productivity. The study revealed that opportunity to undertake challenging task, love and belongingness, communication, identification with goal plus overtime are amongst the decisive motivation factors that improve employees' performance.

This study finding are also supporting previous finding reported by Waiyaki (2017) who assessed the effect of motivation on the performance of the workforce at Pam Golding Properties in Kenya. The study found that lack of regular training and employees' development hold down motivation of the employees. This imply that career development is an essential motivation that enhance employee performance.

## **(B) Effect of Extrinsic Motivations on Employees' Performance**

On the basis of the detailed findings of descriptive statistics on effects of extrinsic motivations on employee's performance, it is evident that salary, bonus, allowance, promotion and benefits are extrinsic motivations with significant effects on employee's performance in the Meru District Council. These findings advocate that employees are motivated when they receive good salaries at the right time, when they are paid bonuses and allowance, as well as when they are promoted to higher ranks and also when they are privileged with benefits, for instance, housings, and transport.

The findings add to previous findings reported by Embi, et al., (2016) who examined the level of motivation amongst public service servant in Penang Malaysia and concluded that motivation is well thought-out as determinant of employees' job performance, and ultimately reflect the public sector performance. The study showed that factors which caused high level of motivation include courses (training), salary along with its annual increment and bonus.

The current findings are also in line with those reported by Tefera (2014) who examined the impact of extrinsic motivation on employee performance in the Development Bank of Ethiopia. The study found that salary, company policy, benefits, working conditions, were positively interrelated with the performance of employees.

This study finding are also in line with past findings reported by Omollo (2015) examined the effect of motivation on the performance of employees of the Kenya Commercial Bank and established that monetary rewards have considerable effect on employee's performance employees in the organization.

Current findings are also adding to previous findings reported by Mwabu and Were (2019) who

examined the effect of employee motivation on work performance in selected research institutes in Nairobi City County. The study found that work environment, career growth, reward management, salary, allowances, bonuses, benefits in addition to training and development have positive and significant effect on employees' performance.

Current findings are also adding to those reported by Mohamedi (2013) who examined impact of motivation on employee job performance in the banking sector with a focus on Tanzania Postal Bank (TPB) at the Metropolitan branch and head office in Dar es salaam. The findings of the study indicated that salary increment and promotion were very important motivational factors that improve performance of TPB employees.

### **(C) Motivational Challenges Holding Back Employees' Performance**

Based on the detailed findings of descriptive statistics on motivational challenges holding back employee's performance, it is manifested that fear of success, fear of failure, lack of clarity, exhaustion and lack of professional development are motivational challenges with significant effects on employee's performance in the Meru District Council. These findings imply that for employees to improve on their performance, it is vital eliminate these challenges in an organization.

The finding is in line with those reported by Waiyaki (2017) who assess the effect of motivation on the performance of the workforce at Pam Golding Properties (PGP) in Kenya. The study found that lack of regular training and employees' development hold down motivation of the employees.

Also, current findings add to past findings reported in a survey study by Tong (2013) which examined employee's motivation problems together with counter measures in Chinese small

and medium sized private enterprises. The study has revealed that even though the bulk of small and medium-sized private enterprises have workers' motivation systems, it appears that the existed employee motivation systems did not achieve a needed level, because there were several existing problems which hindered their effective implementations. These challenges were limited financial support to run the workforce motivation system efficiently, the autocratic management style which generated an unfriendly motivating environment, the redundant attitude of managers, lack of flawless modern human resource management concepts, policies as well as strategies.

Current finding also add to previous findings reported by Tefera (2014) who examined the impact of extrinsic motivation on employee performance in the Development Bank of Ethiopia (DBE). The study found that employees' motivation is restrained by challenges such as lack of effective policies and political interference

## CHAPTER FIVE

### CONCLUSION, RECOMMENDATIONS, POLICY IMPLICATIONS AND CRITICAL EVALUATION OF THE STUDY

#### 5.1 Chapter Overview

In this chapter, the conclusion, recommendations, policy implications along with critical evaluation of the study that examined the effect of motivation on employees' performance in local government authorities through a case study of Meru District Council.

##### 5.1.1 Effect of Intrinsic Motivations on Employees' Performance

The study has examined the effects of intrinsic motivations on employee's performance, it was established that recognition, appreciation, communication, opportunity to take on challenging tasks and career development are intrinsic motivations with significant effects on employee's performance in the Meru District Council. These findings suggest that employees are motivated when they are recognised as well as appreciated when perform duties well, and consequently enhance the work performance. The findings are also implying that effective communication in an organization motivate employees to improve on their performance. The findings suggest that employees are motivated when they are allowed to take on challenging tasks, as they may use this as an opportunity to be recognised for future promotions.

##### 5.1.2 Effect of Extrinsic Motivations on Employees' Performance

The study has examined the effects of extrinsic motivations on employee's performance. It was established that salary, bonus, allowance, promotion and benefits are extrinsic motivations with significant effects on employee's performance in the Meru District Council. These findings imply that employees are motivated when they receive good salaries at the right time, when they are

paid bonuses' and allowance, as well as when they are promoted to higher ranks and also when they are privileged with benefits, for instance, housings, and transport.

### **5.1.3 Motivational Challenges Holding Back Employees' Performance**

Based on the detailed findings of descriptive statistics on motivational challenges holding back employee's performance, it is manifested that fear of success, fear of failure, lack of clarity, exhaustion and lack of professional development are motivational challenges with significant effects on employee's performance in the Meru District Council. These findings imply that for employees to improve on their performance, it is vital eliminate these challenges in an organization.

## **5.2 Conclusions**

Basing on the findings of the study with regards to the effect of motivation on employee's performance in local government authorities in Tanzania, It is generally concluded that motivation has significant effect on employees performance.

Accordingly, it is specifically concluded that recognition, appreciation, communication, opportunity to take on challenging tasks and career development are intrinsic motivations with significant effects on employee's performance effective delivery of public services in in local government authorities in Tanzania.

It is as well concluded that, salary, bonus, allowance, promotion and benefits are extrinsic motivations with significant effects on employee's performance in effective delivery of public services in local government authorities in Tanzania.

With regard to motivational challenges holding back employee's performance, it is concluded that fear of success, fear of failure, lack of clarity, exhaustion and lack of professional

development are motivational challenges with significant effects on employee's performance in the effective delivery of public services in local government authorities in Tanzania.

### **5.3 Recommendations**

Grounding on the findings of this study, the following recommendations are put forward with an aim to improve performance of employees in local government authorities in Tanzania through motivations:

- i. Ministry of Public Service Management and Good Governance should review its policies relating to employees' motivations and effectively and timely implement all matters relating to employee's motivation, such as salary increments, promotions, payment of allowance and bonuses for high performers as well as provide all essential benefits to all civil servants.
- ii. Meru District Council should ensure all civil servant are undergoing career development training to enhance their performance in the delivery of public services.
- iii. Meru District Council should allocate adequate budget for all matters relating to employees' motivations.

### **5.4 Suggestion for Further Studies**

A study on review of the current motivation scheme applicable to public servants in local government authorities as well as in the central government is suggested. The study should focus on the content and scope of the motivation schemes and suggest ways to improve the motivation scheme to make it more effective in enhancing the performance of civil servants in the delivery of public services.

## **5.5 Policy Implications**

The findings of this study are helpful into revising existing policies relating to employees' motivations in the central government, local governments, government institutions, authorities and agencies. These policies should be reviewed to ensure that the employee motivation schemes are capable of motivating employees perform their duties and deliver public services to the required standards and with optimum performance.

## **5.6 Critical Evaluation of the Study**

Accomplishment of this study was not without challenges. Particularly, it was an uphill task to collect data from all the prospective 357 respondents as per the determined sample size within the short time available to complete this study. However, enthusiasm and determination to complete the study along with the assistance of three research assistants who volunteered to assist to collect data in various departments of the Meru District Council has resulted into the fruitful completion of this study. At the end a total of 350 respondents, 98.04% of the determined sample size, were able to provide the needed data. completion of this study. Organizing the collected data, cleaned it and analysing along with presenting and interpreting the findings and writing the dissertation in accordance to the IAA format was an exciting experience.

## **5.7 Limitations of the Study**

The major limitations of the study were inadequate resources such as finance as well as time. These limitations could not permit the researcher to carry out a study that covers more than one LGA in Tanzania. Consequently, this may limit the generalization of the study and may need additional similar studies in other LGAs to compliment it. However, this effect of this limitation was slightly delimited by use of a large sample size that was determined basing on 95% level of significance, implying that the margin of error in the responses was only 5%.



## REFERENCES

- Aboyassin, N. A. and Sultan, M. A. (2017). The Role of Human Resources Training in Improving the Employee's Performance: Applied Study in the Five Stars Hotels in Jordan. *International Journal of Business Administration*, 8(5), p. 46.
- Asim, M. (2013). Impact of Motivation on Employee Performance with effect of training: Specific to Education Sector of Pakistan. *International Journal of Scientific and Research Publications*, 3(9), pp. 1-9.
- Buberwa, E. (2015). Role of Motivation on Academic Staff Performance in Tanzania Public Universities: Underpinning Intrinsic and Extrinsic Facets. *European Journal of Business and Management*, 7(36), pp. 219-230.
- Ching, C. M. et al. (2016). *The Impact of Motivation on Employees' Job Performance at Prudential Assurance Malaysia Berhad in Seberang Jaya, Penang*. Seberang Jaya, Penang: University Tunku Abdul Rahman.
- Cole, G. A. (2014). *Personnel and Human Resource Management Continuum*. 5 ed. London: York Publishers
- Creswell (2013). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. s.l.: Sage Publication.
- Deci, E. L. (2013). *Intrinsic Motivation*. New York: Plenum Press.
- Diamantidis, A. & Chatzoglou, P (2018). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), pp. 171-193.
- Embi, M. S. C., Romle, A. R., Udin, M. M. and Zabri, M. A. H. M. (2016). The level of motivation amongst public service servant in Penang Malaysia. *World Applied Sciences Journal* 34(4),

pp. 458-464.

Giancola, F. L. (2014). Should HR Professionals Devote More Time to Intrinsic Rewards? *Compensation and Benefits Review*, 46(1), pp. 25-31.

Girdwichai, L. and Sriviboon, C. (2020). Employee Motivation and Performance: Do the Work environment and Training Matter? *Journal of Security and Sustainability Issues*, Volume 9, pp. 42-54.

Grant, A. M., Berg, J. M. and Johnson, V. (2012). When callings are calling: Crafting work and leisure in pursuit of unanswered occupational callings. *Journal of Organization Science*, Volume 21, pp. 973-994.

Hafiza, N. S., Shah, S. S. and Jamsheed, H. (2011). Relationship between Rewards and Employee's Motivation in the Non-Profit Organizations of Pakistan. *Business Intelligence*

Ilesanmi, O. and Famolu, B. (2016). Role of Motivation in Enhancing Productivity in Nigeria. *European Journal of Business and Management*, 8(28), pp. 15-27.

Jayaweera, T. (2015). Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England. *International Journal of Business and Management*, 10(3), pp. 271-278.

Karubi, G. (2014). *Exploration of the Factors that Motivate Employee in Public Organization in Tanzania: The case of Muhimbili Orthopaedic Institute.*, Morogoro: Mzumbe University.

Kothari, C. R. and Garg, G. (2019). *Research Methodology: Methods and Techniques*. Fourth multi-colour edition ed. New Delhi: New Age International Publishers.

Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(2), pp. 995-1002.

Levy, P. (2013). *Industrial/Organizational Psychology: Understanding the Workplace*. Boston: Houghton Mifflin.

- Luthans, F., 2011. *Organizational behaviour: an evidence-based approach*. 12th ed. New York: The McGraw-Hill Companies, Inc.
- Lyons, S. T., Duxbury, L. E. and Higgins, C. A. (2016). A comparison of the values and commitment of private sector, public sector, and Para public sector employees. *Public Administration Review*, Volume 66, pp. 605-618.
- Mohamedi, B. M. (2013). *Impact of employee motivation on job performance in banking sector: A case study of Tanzania Postal Bank*, Dar es Salaam: Open University of Tanzania.
- Mosley, D. C., Pietri, P. H. and Mosley Jnr, D. C. (2012). *Supervisory Management: The Art of Inspiring, Empowering and Developing People*. Mason: Thompson South-Western.
- Mugenda, O. M. and Mugenda, A. G. (2013). *Research methods: Qualitative and Quantitative Approaches*. Nairobi: Acts Press.
- Mwabu, G. M. and Were, S. (2019). Influence of employee motivation on performance in selected research institutions in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(6), pp. 354-374.
- Njunwa, K. M. (2017). Employee's Motivation in Rural Local Governments in Tanzania: Empirical Evidence from Morogoro District Council. *Journal of Public Administration and Governance*, 7(4), pp. 224-237.
- Ntwenya, M. G. (2020). *Political Administrative Relations and Employees Performance in Local Government*. Dar es Salaam: Mzumbe University.
- Odukah, M. E. (2016). Factors Influencing Staff Motivation among Employees: A Case Study of Equator Bottlers (Coca Cola) Kenya. *Journal of Human Resource and Sustainability Studies*, Volume 4, pp. 68-79.
- Omollo, P. A. (2015). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International Journal of*

- Human Resource Studies*, 5(2), pp. 87-103.
- Osabiya, B. J. (2015). The effect of employees' motivation on organizational performance. *Journal of Public Administration and Policy Research*, 7(4), pp. 62-75.
- Patel, P. C., Messersmith, J. G. and Lepak, D. P. (2013). Walking the tightrope: An assessment of the relationship between high-performance work systems and organizational ambidexterity. *Academy of Management Journal*, 56(5), pp. 1420-1442.
- Riggio, R. E. (2014). *Introduction to Industrial/ Organizational Psychology*. Upper Saddle River: Prentice Hall.
- Riyanto, S., Endri, E. and Herlisha, N., (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), pp. 162-174.
- Saunders, M., Lewis, P. and Thornhill, A. (2012). *Research Methods for Business Students*. Sixth ed. Harlow: Pearson Education Limited.
- Snelgar, R., Shelton, S. A. and Giesser, A. (2017). A comparison of South African and German extrinsic and intrinsic motivation. *South African Journal of Economic and Management Sciences* 20(1), pp. 1-22.
- Sorensen, K. L., Thomas, W. H. and Eby, L. T. (2018). Locus of control at work: A meta-analysis. *Journal of Organizational Behaviour*, Volume 27, pp. 1057-1087.
- Stanley, T. L.(2012). Motivation in today's workplace. *Human Resource Journal*, 55(7), pp. 1-9.
- Steers, R. M. and Porter, L. W. (2011). *Motivation and work performance*. New York: McGraw-Hill.
- Tefera, B. (2014). *The Impact of Motivation on Employee Performance*, Addis Ababa: St. Mary's University.

Tong, J. (2013). *Employee Motivation Problems and Countermeasures in Chinese Small and Medium Sized Private Enterprises*, s.l.: Metropolia University.

Waiyaki, E. W. (2017). *Effect of Motivation on Employee Performance A Case of PAM Golding Properties Limited, Nairobi*, Nairobi: United States International University - Africa.

## APPENDICES

### Appendix 1: Survey Questionnaire

This survey questionnaire has been prepared to help in collecting data essential in the examination of effect of motivation on employee's performance. The study will involve employees of the Meru District Council. The research study is carried out as a requirement for the award of the degree of Master of Business Administration of the Institute of Accountancy Arusha. All collected information and data will only be used for the intention of this study.

PLEASE PUT A TICK AND FILL IN THE PROVIDED SPACE

#### SECTION 1: DEMOGRAPHIC INFORMATION:

##### Gender:

- |        |     |
|--------|-----|
| Female | [ ] |
| Male   | [ ] |

##### Age:

- |          |     |
|----------|-----|
| 18 - 30  | [ ] |
| 31 - 40  | [ ] |
| 41 - 50  | [ ] |
| 51 - 60  | [ ] |
| Above 60 | [ ] |

##### Level of Education:

- |                      |     |
|----------------------|-----|
| Diploma              | [ ] |
| First Degree         | [ ] |
| Postgraduate Diploma | [ ] |

Master Degree [ ]

**Duration of Service with Meru District Council**

Less than 1 year [ ]

1 - 5 years [ ]

5 - 10 years [ ]

Above 10 years [ ]

**SECTION 2:**

**A. Objective 1: Effect of Intrinsic Motivation in Improving employee performance:**

1. How do you rate the influence of Recognition in improving the performance of operational/ ordinary staff in Meru District Council on the delivery of effective public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

2. How do you rate the influence of Recognition in improving the performance of management staff at Meru District Council on the delivery of effective public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

3. How do you rate the influence of Appreciations in improving the performance of operational/ ordinary staff in Meru District Council on the delivery of effective public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; very Low [ ];

4. How do you rate the influence of Appreciations in improving the performance of management staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

5. How do you rate the influence of Communication in improving the performance of management staff in Meru District Council on the delivery of effective public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

6. How do you rate the influence of Communication in improving the performance of operational/ ordinary staff at Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

7. How do you rate the influence of Opportunity to take on challenging jobs in improving the performance of management staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

8. How do you rate the influence of Opportunity to take on challenging jobs in improving the performance of operational/ ordinary staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

9. How do you rate the influence of Career advancement in improving the performance of management staff in Meru District Council on the delivery of public services?



Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

10. How do you rate the influence of Career advancement in improving the performance of operational/ ordinary staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

**B. Effect of Extrinsic Motivation in Improving employee performance:**

1. How do you rate the influence of Salary increase in improving the performance of management staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

2. How do you rate the influence of Salary increase in improving the performance of operational/ ordinary staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

3. How do you rate the influence of bonuses in improving the performance of management staff at Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

4. How do you rate the influence of bonuses in improving the performance of operational/ordinary staff at Meru District Council on the delivery of public services?

5. How do you rate the influence of Allowances in improving the performance of management staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

6. How do you rate the influence of Allowances in improving the performance of operational/ ordinary staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

7. How do you rate the influence of Promotions in improving the performance of management staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

8. How do you rate the influence of promotions in improving the performance of operational/ ordinary staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

9. How do you rate the influence of Benefits in improving the performance of management staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

10. How do you rate the influence of Benefits in improving the performance of operational/ ordinary staff in Meru District Council on the delivery of public services?

Very high [ ]; High [ ]; Unsure [ ]; Low [ ]; Very Low [ ];

**C. Challenges Constraining Motivation of Civil Servants at Meru District Council:**

1. Do you think Fear of failure is a challenge that constrain motivation of civil servants in the delivery of public services at the Meru District Council?

Strongly agree [ ]; Agree [ ]; Unsure [ ]; Disagree [ ]; strongly disagree [ ]

2. Do you think Fear of success is a challenge that constrain motivation of civil servants in the delivery of public services at the Meru District Council?

Strongly agree [ ]; Agree [ ]; Unsure [ ]; Disagree [ ]; strongly disagree [ ]

3. Do you think Lack of clarity is a challenge that constrain motivation of civil servants in the delivery of public services at the Meru District Council?

Strongly agree [ ]; Agree [ ]; Unsure [ ]; Disagree [ ]; strongly disagree [ ]

4. Do you think Exhaustion is a challenge that constrain motivation of civil servants in the delivery of public services at the Meru District Council?

Strongly agree [ ]; Agree [ ]; Unsure [ ]; Disagree [ ]; strongly disagree [ ]

5. Do you think Lack of professional development is a challenge that constrain motivation of civil servants in the delivery of public services at the Meru District Council?

Strongly agree [ ]; Agree [ ]; Unsure [ ]; Disagree [ ]; strongly disagree [ ]

## **Appendix 2: Structured Interview guide**

To be completed by Management Staff in Meru District Council.

### **ROLE OF INTRINSIC MOTIVATION IN IMPROVING PERFORMANCE**

1. Please explain influence of recognition in improving the performance of employees in the delivery of public services in Meru District Council.
2. Please explain the role of appreciation in improving the performance of employees in the delivery of public services in Meru District Council
3. Please explain the role of communication in improving the performance of employees in the delivery of public services in Meru District Council
4. Please explain the role of opportunity to take challenging jobs in improving the performance of employees in the delivery of public services in Meru District Council.
5. Please explain the role of career advancement in improving the performance of employees in the delivery of public services in Meru District Council

### **ROLE OF EXTRINSIC MOTIVATION IN IMPROVING PERFORMANCE**

1. Please explain the role of salary increase in improving the performance of employees in the delivery of public services in Meru District Council
2. Please explain the role of bonus to take challenging jobs in improving the performance of employees in the delivery of public services in Meru District Council.
3. Please explain the role of Allowance in improving the performance of employees in the delivery of public services in Meru District Council

4. Please explain the role of promotion to take challenging jobs in improving the performance of employees in the delivery of public services in Meru District Council.
5. Please explain the role of benefits in improving the performance of employees in the delivery of public services in Meru District Council.
6. What are the major challenges that constrain motivations of employees in the delivery of public services in Meru District Council?
7. What do you think the best way to motivate employees in Tanzania?