

# EFFECT OF MOTIVATION ON EMPLOYEES' PERFORMANCE IN RURAL SECONDARY SCHOOLS: A CASE OF SECONDARY SCHOOL TEACHERS AT RORYA DISTRICT, TANZANIA.

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## ABSTRACT

Motivation of employees plays an important role in transforming an organization or an institution. Employee motivation is a sensitive matter, so it is needed to determine performance of employees in achieving their goals. Several previous researchers have proven a positive and significant effect of motivation on employee performance. Motivation is an important element for employees performance. In rural secondary school compared to urban secondary school at Rorya District council teachers need to be motivated. Descriptive research design was used. The population of the study included all the 568 academic staff, Administrative staff & Management staff of Rorya District Council. The sample size of 235 respondents was used. Sampling techniques include both probability and non-probability. Questionnaires were more relevant in collecting data from a relatively large sample through written responses. Findings showed that majority of the respondents representing 54.1% believed that they were motivated with the working environment condition at Rorya District Secondary Schools. From the field survey, the results showed that 45.9% of the respondents disagreed to receive financial support from local government when they were in difficult situation and 34.7% agreed to receive financial support when they were in difficult situation. It was indicated that majority of the employees were motivated when well recognized. This result showed that majority of the employees was neutral regarding relationship that they have with superior. This means that the service should find solution to this problem by reducing the power distance between the superiors and their subordinates. The conclusion of the study is that recognition had positive effect to the employee performance. Reward was among the major factors that increased employee performance and productivity. Effect of promotion on employees performance was

very minimal. There was positive effect of benefits on employee' s performance especially with salary payment.. Therefore, the recommended that management staff should improve employee motivation aspects on teachers in schools. They should to structure motivations tools so as to match with the nature of the work done by the employee and make them enjoy.

Key words; **Employees motivation, employee performance, Rural secondary schools**

## INTRODUCTION

Employee motivation is the greatest asset to the organization for significant higher performance. Motivation of employees can affect the performance of employees which in turn can affect the work, goodwill and reputation of the organization. The motivation of employees plays an important role in transforming an organization or an institution. This is necessary for both employers and employees to make decisions on identifying the needs and concerns of their team members and further understand what drives them to be more productive (Rodriguez, 2015).

Motivation is the major physical and psychological factors that affect productivity. Richard & Aquilino (2016) argue that, the process of achieving high productivity is a result of interacting forces. According to Rumbley (2014), teaching process conducted today worldwide has some common challenges such as political stress, work load and infrastructure insufficient. Moreover, their performance in terms of returns growth is facing internal and external working challenges. Many challenges which can cause the results to be poor in schools includes shortage of teaching and learning materials, low salaries, unvalued, harassment, lack of recognition for teachers, poor leadership for trade union, poor provision pension funds, poor security in their working condition. Employee motivation is the greatest asset to the organization for significant higher performance. Motivation of employees can affect the performance of employees which in turn can affect the work, goodwill and reputation of the organization (Rice 2015).

Most institutions prohibit employee harassment and discrimination regarding motivating employees. Financial motivation for employees also needs to be consistent for all workers. In addition, there are typically rules written, as a code of ethics, in organizations, so that both managers and staff may profit from guiding principles. Top management, ultimately, wants to enhance profits, but to do so must find ways to improve employee performance. Likewise, employees are interested in getting financial rewards, in order to do their best. Both depend on reaching goals by sustaining a good work atmosphere, where everyone' s needs can be met. According to (Ahmed et al., 2021), however, today, especially, there is even more to consider: the performance of an organization includes its effect on the environment.

However, District Executive Director' s Office (2020) established recognition in Rorya District Secondary, District Executive Director (DED) and other leaders including District Education Officer (DSEO) motivate and recognize the best schools to be provided with certificate for appreciation. The Government of Tanzania implements responsibility allowances for the educations officers; Headmasters 250,000/=, Ward Education Officers (WEO) 250,000/= and Head teachers 200, 000/= Magazine habari Leo (2017) unfortunately we still experience job

dissatisfaction among teachers in rural areas thus why the study intended to assess the effect of motivation on employee performance in Secondary schools.

### **Statement of the Problem**

The motivation of employees plays an important role in transforming an organization or an institution. However, employee performance is declining in most organizations. The employee's motivation at Rorya District Council well addressed with rewards, promotion, and recognition and benefits point of view. Guided by the civil servants' principles, rules and regulations on employees' benefits, employers are required to provide motivations to their employees after satisfaction of certain standards or criterion like open performance appraisals the Public Service Act (No. 8 of 2002). However, this is contrary to Rorya District Council where majority of employees are claiming for House allowances, sick leave, Salary, pension benefits and transport allowance. As a case, the recent statistics in Rorya District Council Strategic Plans show that, between 2015-2020, certain challenges or problems had faced Secondary Schools at Rorya like Poor performance in education, also employees' expectation to work in a conducive environment that facilitates their productivity, performance, or efforts. To prove this, between 2017 and 2020 at Rorya District Council; 53.09 % of employees in 2017 were promoted, 43.31 % in 2018 were promoted, 44. 13% in 2019 were promoted and in 2020 employees were not promoted. On the part of rewards; in 2017, 0.354% were rewarded, in 2018, 0.442% were rewarded, in 2019, 0.53% were rewarded and in 2020, 0.176% were also rewarded. With the part of recognition; in 2017 there was no any recognition, in 2018, 1.33%, in 2019, 26.1% and in 2020, there was no recognition.

Consequently, between 2017 and 2020 a total of 0.71% employees were given benefits in various categories such as transport allowances, housing allowances, communication allowances, electricity allowances, leaves and maternity leaves and some have been attending the Labors' Day every year where they have been receiving fringing benefits as well (District Executive Director Office, 2017-2020). Generally the employees motivation in terms of promotion, reward, recognition and benefit still very poor compared to the total number of employees. That's why the study intended to assess the effect of motivation on employee performance in Secondary schools.

### **General Objective of the study.**

The general objective of the study was to assess the effect of motivation on employee performance in Secondary schools.

### **Specific Objectives.**

- i. To determine the effect of the employee rewards in Secondary School Performance in Rorya District;-
- ii. To examine the effect of employee recognition in Secondary School Performance in Rorya District;-
- iii. To examine the effect of employee benefit in Secondary School Performance in Rorya District
- iv. To determine the relationship between employee promotion and the school performance in Secondary School in Rorya District, Tanzania.

## LITERATURE REVIEW

### **Abraham Maslow' s hierarchy of needs theory.**

Abraham Maslow' s (1908-1970) was an American psychologist who conducted extensive academic research on motivation, with several notable publications including motivation and personality. As such and given its wide popularity, it was logical to choose Maslow' s theory for this research as the basis for a critical exploration of motivational need in Rorya District. Maslow' s argued that people are motivated by a series of five universal needs ranked in a hierarchical manner. The basic needs were classified as physiological, safety, belonging, and love, esteem and self – actualization needs Ndungu, (2017).

Physiological necessities as indicated by Maslow (1970) are the essential requirements for survival and esteem to be the most reduced level needs. These requirements included needs like food, water and housing. Safety in the following level in the progressive system was what named as wellbeing needs, the scan for shield, security, solidness, reliance, insurance, flexibility from (hesitation, dread and disorder) and a requirement for structure, request and law. In the work setting this need convert into requirement for no less than negligible level of business security and the affirmation that we cannot be rejected or sacked on insignificant issues and that proper levels of exertion and efficiency will guarantee proceeded with business.

According to Guputa (2002) esteem needs include self-esteem and esteem of others. Self-esteem involves self-respect, self-confidence, competence, achievement, knowledge and independence. In order to bring the public servant in the right track responsible personnel in the public service hence the human resource manager to use different techniques to motivate .

### **Two-factor theory (Herzberg 1968)**

Two-factor theory was developed by Frederick Herzberg which is also known as motivation/hygiene theory; it is a widely-accepted theory in the research field of motivation and related topics Haque et al, (2014).

Therefore, focusing on his theory, employees attempt to find higher needs level fulfillment referring to their psychological minds like appreciation, improvement, and higher accountability. This theory also implies to job improvement and makes an attempt to plan the tasks to develop opportunities for personal success, individual growth and recognition, and challenge (Herzberg, 1966).

## EMPIRICAL LITERATURE REVIEW

### **Reward on employee's performance**

Ogbogu, 2017 found that an organizations should, therefore, provide the context within which high levels of motivation can be achieved by providing incentives and rewards, a satisfying work environment and opportunities for learning and growth . Dewhurst, 2010, noted that employees of school prefer the financial rewards and other are nonfinancial rewards that opportunity to take

an important tasks and projects, attention and encouragement of leadership. In this way, employees feel that they are being valued by the employers and also feel that the company is seriously involved in employees career and development. So, these rewards contribute to improve the satisfaction level of workers.

Rajkumar (2015) studied the impact of rewards and recognition on employee motivation put focus on the reward and recognition variables in relation to their impacts on employees' motivation but not towards employee performance as the study alludes to the fact that employees with no awards tend to be less motivated . Saad, 2018, found out that appraisal and rewards have an important influence on the motivational degree and work standard of workers. Another finding is that the financial factor is vital in affecting the overall employees motivation. Nevertheless, several researches have been conducted on employees motivation

### **Effect of Recognition on employee performance.**

Baskar &Prakash, 2015, Recognition is appreciation to the employees' for their effort to accomplish the desired goal of the organization or assigned responsibilities. Also, he adds the view that, Recognition is one of the biggest motivators for employees

Punke, 2013, and World at Work Report, 2011, recognition programs should be balanced between performance-based and value-based initiatives, but the programs should be comprised of three methods: formal, informal and day-to-day recognition. Day-to-day recognition is a type of recognition practices that are frequent (daily or weekly), low or no cost, often intangible and often reliant on interpersonal skills for positive feedback that can be given to all employees. Anku-Tsede&Kutin, 2013, provided that the African worker is more interested in financial reward and may not be affected by the absence of nonfinancial reward. However, Management of Ghanaian universities have long expunged the erroneous belief that highly motivated employees are those who have received financial rewards in a form of high salary and other benefits.

### **Effect of Promotion on employee performance**

Venkatesh, (2006) noted that employee promotion refers to upward movement of an employee from the present position to another one with increased responsibilities, pay, status and prestige. Worldwide the question of promotion is an important motivational tool as it can reduce employee' s discontent, conflict and unrest. Promotion also increases the effectiveness of organizational employees through assignment of suitable positions.

Hailu, (2013),-found out that employees were not satisfied with selected human resource practice including the promotion practice and further it was pointed out that promotion is a strong predictor of job satisfaction. Among the factors, promotion can be the major one that highly influences job satisfaction of employee because of its direct tie with higher benefits and greater responsibilities or powers in Ethiopia.

Bhattacharyya,- (2002) in the, United States of America and United Kingdom, noted that promotion is effectively undertaken through the base of seniority .Thus is why Boit (2013) argued that, a study made on Moi University Eldoret Municipality in Kenya indicated that; promotion opportunity had a significant relationship with non-teaching staff career change intention in African context. The findings also pointed out that non-teaching staff considered promotion opportunity as the critical indicator of their perception of job satisfaction. He concludes that promotion opportunity as perceived by non-teaching staff had a higher effect on career change intention.

### **Effect of Benefits on Employee Benefits**

Christoph- (2016) argued that employee benefits and organizational performance is becoming more important because some researchers have examined the relationship between them and found that there are inseparable also the relationship between employee benefits, motivation and productivity are very important in institution development and sustainability. Arnold (2015) regarded retirement benefits and rewards as a helpful tool to develop employee' s job satisfaction. His research confirmed contribution of effective opportunities to learn and develop enhances employee performance

### **RESEARCH METHODOLOGY**

Descriptive research design was used in order to ascertain and be able to describe various characteristics of variables in the study. The study was conducted at Rorya District in Mara Region, in the North-West of Tanzania which lies between latitudes 10.00” - 10.45” S and longitudes 33030’ – 350 00’ E. There are 2 ecological zones, the midland and the lowlands. The population of the study included all the 568 academic staff, Administrative staff & Management staff of Rorya District Council since all of them involved in the teaching and research related activities which are components of Employee performance.

### **RESULTS AND DISCUSSION**

#### **Recognition and employee performance**

The respondents were asked to indicate whether certification of the recognition was among the factors which motivated them and the results are shown. Table 4.1. Findings shows that 2.9% strongly disagreed, 16% disagreed, 9.7% were Not sure, 54.1% agreed while 16.4% strongly agreed. This indicated that the certificate of recognition influenced majority of the employees. From the analysis, it is clear that the majority respondents agreed with the statement and thus seems to suggest that Rorya District secondary school workers enjoy the work they do which is in conformity with Brian (2013) that good organizations highly recognize the contributions and the workers efforts hence inspire employees to love the work they do, hence motivates them to perform better.



Table 4.1: Certificate of Recognition

Response	Frequency	Percent
Strongly Disagree	6	2.9
Disagree	34	16.4
Not sure	20	9.7
Agree	112	54.1
Strong Agree	35	16.9
<b>Total</b>	<b>207</b>	<b>100.0</b>

Source: Field Data, 2021

### Working Condition

The working environment is another determinant that could pose serious threat to performance. For example, if the working environment is hazardous, it could endanger the lives of employees. The respondents were asked to indicate whether they were motivated with the working condition provided by their jobs and the results are shown in Table 4.4. Findings showed that 8.7% strongly disagreed, 23.2% disagreed, 12.1% were Uncertain, 45.4% agreed while 18% strongly agreed. The responses showed that majority of the respondents representing 54.1% believed that they were motivated with the working environment condition at Rorya District Secondary Schools.

Table 4.4: Motivation Associated with Working Conditions

	Frequency	Percent
<i>Strongly Disagree</i>	22	10.6
Disagree	48	23.2
Not sure	25	12.1
Agree	94	45.4
Strong Agree	18	8.7
<b>Total</b>	<b>207</b>	<b>100.0</b>

Source: Field Data, 2021

### Appreciation for Work Done

The respondents were asked to indicate whether there was appreciation for work they did within their job and the results are shown in Table 4.5 whereby findings showed that 3.4% strongly disagreed, 9.7% disagreed, 19.3% were Uncertain, 42% agreed while 25.6% strongly agreed. This indicated that majority of the employees agreed that they were appreciated for the work did. This suggest that recognition through non-monetary incentives like appreciation of work and authorities must continue to use this motivational factor which agrees with Llopis (2012) statement that everyone wants to be noticed and recognized for their work. Therefore, employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves.

Table 4.5: Appreciation as the Factor of Motivation

Responses	Frequency	Percent
Strongly Disagree	7	3.4
Disagree	20	9.7
Not sure	40	19.3
Agree	87	42.0
Strong Agree	53	25.6
<b>Total</b>	<b>207</b>	<b>100.0</b>

Source: Field Data, 2021

### Organization Financial Support to Employees as Motivation During Difficult Times

Respondents were asked to indicate whether they were financially motivated in difficult cases. From the field survey, the results showed that 45.9% of the respondents disagreed to receive financial support from local government when they were in difficult situation and 34.7% agreed to receive financial support when they were in difficult situation. Ninety percent were neutral as shown in Table 4.6. The result revealed that people need each other’s help as proposed by Abraham Maslow’s (1946) hierarchy of needs i.e. a person’s needs for affection, belongingness, acceptance, and friendship. When there is cordial relation among workers, it enhances their performance and an individual feel comfortable to interact, and seek help when needed.

Table 4.6: Organization Financial Support to Employees as Motivation During Difficult Times

Response	Frequency	Percent
Strongly Disagree	25	12.1
Disagree	70	33.8
Not sure	40	19.3
Agree	45	21.7
Strong Agree	27	13.0
<b>Total</b>	<b>207</b>	<b>100.0</b>

Source: Field Data, 2021

### Recognition as among the Factors to Employee Motivation

Respondents were asked to indicate whether recognition was the factor for employee motivation and the results are shown in Table 4.7. Findings shows that 3.9% strongly disagreed, 12.6% disagreed, 16.4% were Not sure, 41.5% agreed while 25.6% strongly agreed. This indicates that majority of the employees agreed that they were motivated when they were recognized.



Table 4.7; Recognition As Factor for Employee Motivation

Responses	Frequency	Percent
Strongly Disagree	8	3.9
Disagree	26	12.6
Not sure	34	16.4
Agree	86	41.5
Strong Agree	53	25.6
<b>Total</b>	<b>207</b>	<b>100.0</b>

Source: Field Data, 2021.

### Promotion in the Organization

The respondents were asked to indicate whether they were promoted and the results are shown in Table 4.8. It showed that 3.9% strongly disagreed, 10.1% disagreed, 16.9% were Uncertain, 38.2% agreed while 30.9% strongly agreed. This indicates that majority of the employees believed that promotion in the organization was a factor which motivate them.

Table 4.8: Promotion in the Organization

Responses	Frequency	Percent
Strongly Disagree	8	3.9
Disagree	21	10.1
Not sure	35	16.9
Agree	79	38.2
Strong Agree	64	30.9
<b>Total</b>	<b>207</b>	<b>100.0</b>

Source: Field Data, 2021

### Reward As One of the Factor to Employee Motivation

The respondents were asked to indicate whether reward was the factor for employee motivation and the results are shown in Table 4.9. Findings indicated that 4.3% strongly disagreed, 6.8% disagreed, 14.5% were Not sure, 43% agreed while 31.4% strongly agreed. This indicates that majority of the employees agreed that reward was among the factor to employee motivation

Table 4.9: Reward as Among factor to Employee Motivation

Responses	Frequency	Percent
Strongly Disagree	9	4.3
Disagree	14	6.8
Not sure	30	14.5
Agree	89	43.0
Strong Agree	65	31.4
<b>Total</b>	<b>207</b>	<b>100.0</b>

Source: Field Data, 2021

### Working As a Condition for Improving Performance

Respondents were asked to indicate whether working condition contributed to improve one's performance. Findings as shown in Table 4.9 indicated that 4.8% strongly disagreed, 21.3% disagreed, 10% were uncertain, 38.6% agreed while 24.6% strongly agreed. This indicates that working condition can improve one's performance. From the analysis, it was clear that the majority of respondents agreed with the statement and thus seemed to suggest that environmental working condition has to be improved a lot by the Rorya District Management to make workers enjoy the work they do which is in conformity with Brian (2013) assertion that good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible. When employees love the work they do, it motivates them to perform better.

Table 4.18: Working condition As Factor for Improving Performance

Responses	Frequency	Percent
Strongly Disagree	10	4.8
Disagree	44	21.3
Not sure	22	10.6
Agree	80	38.6
Strong Agree	51	24.6
<b>Total</b>	<b>207</b>	<b>100.0</b>

Source: Field Data, 2021

### FINDINGS AND DISCUSSION

This section presents the research finding on the Effect Of Motivation On Employees Performance in Rural Secondary Schools the strategies to be adopted in ensuring employee performance.

### Conclusion

Rorya District secondary school employer should consider the impact of motivation on employee performance. Both employees and organizations are responsible for sustaining a code of ethics, which can lead to a green atmosphere and facilitate employee performance. This study has presented positive and negative outcomes of employee performance, which can be improved through motivation and a proper code of ethics. Appropriate human resource practices allow motivational systems for all, without bias, discrimination, or administrative harassment.

From the study findings helped to conclude that opportunity for advancement, appreciation for work done, salary, promotions and other factors were the main source of motivation for them. This was due to the service having greater percentage of well-educated young and energetic people in the service with less people nearing the retiring age who seek ways to improve their lot. On employees satisfactions, could also be concluded that, as much as opportunity for advancement, appreciation for work done, promotions, and good relations with peers etc. leads to their satisfaction, the kind of salary they received, relationship with their superiors, and working conditions, and others were the major dissatisfaction factors. Again, it can be concluded that, performance determinants such one' s qualification, experience, working environment, rewards package, job security among others combined with favorable motivational factors had effects on performance and vice versa. Therefore, there was a relationship between motivation and performance, and motivation had effect on employees' performance.

### Recommendation

Management must make plans and programs for rewards, benefits, Recognition and promotion in order to make positive effect employee motivation on driving positive performance for rural secondary schools at their area.

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