

**THE IMPACT OF EMPLOYEE MOTIVATION ON SERVICE DELIVERY IN  
PUBLIC INSTITUTIONS: A CASE STUDY OF PRESIDENT'S OFFICE PUBLIC  
SERVICE MANAGEMENT –TANZANIA**

**BY**

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### Declaration

I declare that this dissertation has never been presented to any institution for any academic award.

Sign.....Alois.....

Name: ALOIS DONATH 15/10/09

### Approval

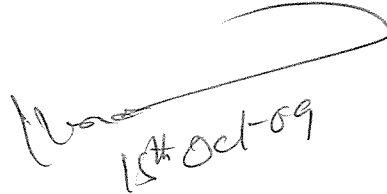
This dissertation has been submitted with the approval of my supervisor;

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## **Abstract**

The purpose of this study was to describe the importance of certain factors in motivating employees in Presidents' Office Public Service Management. Specifically, the study was intended to describe the ranked importance of some motivating factors and their impact on service delivery, job security, interesting work, working conditions, wages, promotions, growth in the organization and full appreciation of work done. The specific objectives of the study were to assess the quality of service rendered by the Presidents Office Public Service Management, to identify the motivating factors of employees in Presidents' Office, Public Service Management, to identify the constraining factors to quality of service delivery in Presidents' Office Public Service Management and to explore the strategic policy options to improve service delivery by the Presidents' Office Public Service Management. The literature reviewed indicated what various scholars had written about motivation and how it affects employee performance, however, none of the scholars had written about the impact of motivation on service delivery in the Presidents' Office Public Service, which gap was filled by this study. The methodology used in this study was both qualitative and quantitative and the use of questionnaires was the major tool of data collection. The relationship between various motivating factors and service delivery was measured by using Pearson's correlation coefficient. The findings revealed that there is no single magical formula for motivating employees. Many factors affect a given employees motivation to work and therefore improve service delivery. And of course, not all employees are motivated by the same values, needs, desires, or wants. Some employees are motivated by the approval of others, some by overcoming challenges, while others are motivated by high pay as well as good working relationship. Basing on the findings of the study, the researcher recommended that there is need for employers to identify the motivating factors for employees since different employees are motivated differently. However, there is need for increase in pay, train employees, improve working condition and working relation among workers, as well as enhancing job security since these variables are very important motivating factor.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the study**

This study is about the impact of Employee Motivation on Services Delivery in Public Institutions with particular reference to Presidents' Office Public Service Management in Tanzania. The President's Office, Public Service Management is a Ministry under President's Office. The scope of President's Office Public Service Management activities is to: Provide advisory services to Ministries, Departments and Regions; Formulate, prepare and monitor the implementation of administrative and personnel policies; Co-ordinate, monitor and administer all matters related to the allocation of human resources in the Public Service, notably: recruitments; confirmations; appointments; promotions; training ; discipline and terminations.

The office is charged with the responsibility of ensuring that public servants participate fully in fulfilling the mission of the Public Service, which is to deliver quality service to the people of Tanzania efficiently, effectively and with the highest standard of courtesy and integrity. In so doing public employees are expected to impinge on the vision of transforming the Public Service into an institution which is pivotal in achieving sustainable economic growth and prosperity in Tanzania.

But what is on the ground is that there are cases of lack of transparency and accountability, lack of respect of law, lack of impartiality, inability to carry out assigned duties efficiently and finish assigned duties within required time and standards. The reasons for this has been partly attributed to low motivation yet according to the public service salary structure, the employees of Presidents' Office Public Service Management

have higher motivation as compared to their counter parts in other government departments and this has propelled the need for this study. Whereas there is much literature about motivation and how it impacts on employees and organizational effectiveness, I am not yet find the impact of employee motivation on services delivery in public institutions with particular reference to Presidents' Office Public Service Management in Tanzania.

However, according to Gibson (2003), motivation is a general term used to describe the process of starting, directing, and maintaining physical and psychological activities. It is a broad concept that embraces such internal mechanisms as preference for one activity over another, enthusiasm and vigor of a person's responses, and persistence of organized patterns of action towards relevant goals. He further adds that, in a formal sense motivation is defined as "all those inner striving conditions described as needs, drives, desires, motives and so forth. It is an inner state that activates or moves.

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as, the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this study, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

According to Armstrong (2002), at one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of

thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found that employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973).

## **1.2 Statement of the problem**

The Presidents' Office Public Service Management in Tanzania is expected to help in deliver quality service to the people efficiently, effectively and with the highest standard of courtesy and integrity. Despite all such responsibility of the office, the quality of services provided is not at required standard. The previous study conducted in 2007 by Service Excellence Limited Company at President's Office Public Service Management through complainant receiving centre, found that there is a lot of complaints from both inside and outside stakeholders regarding inefficient of service delivered by the office to the public. What is not known are the various factors that motivate employees in Presidents' Office Public Service Management and the relationship between employee motivation and service delivery in Presidents' Office Public Service Management. The problem that led to this study was the unsatisfactory performance of employees of President's Office despite the fact that they had more privileges than their counterparts in other departments.

## **1.3 Purpose of the study**

The purpose of this study was to find out the importance of certain factors in motivating employees in Presidents' Office Public Service Management. Specifically, the study is intended to describe the ranked importance of the following motivating factors and their

impact on service delivery: job security, interesting work, working conditions, wages, promotions and growth in the organization and full appreciation of work done.

#### **1.4 Specific objectives**

- i. To assess the quality of service rendered by the Presidents Office Public Service Management.
- ii. To identify the motivating factors of employees in Presidents' Office, Public Service Management
- iii. To identify the constraining factors to quality of service delivery in Presidents' Office Public Service Management
- iv. To explore the strategic policy options to improve service delivery by the Presidents' Office Public Service Management.

#### **1.5 Research questions**

- i. What is the quality of service rendered by the Presidents' Office Public Service Management?
- ii. What factors motivate employees in Presidents' Office, Public Service Management?
- iii. What factors constrain the quality of service delivery in Presidents' Office Public Service Management?
- iv. What are the strategic policy options needed to improve service delivery by the Presidents' Office Public Service Management?

## **1.6 Research hypothesis**

The study tested the relationship between various motivating factors (Salary and allowances, promotion, communication, transparency and accountability) and service delivery in Presidents' Office Public Service Management

## **1.7 Scope**

### **Content scope of the study**

This study focused on the quality of service and various factors that motivate employees in Presidents' Office Public Service Management, the factors limiting effective service delivery in Presidents' Office Public Service Management.

### **Geographical scope**

The study was limited to Presidents' Office Public Service Management in Tanzania because of the fact that despite that there is good incentives given to employees, the public servants in that office they are not performing to the expectations of the people.

### **Time scope**

This study was based on the period of three years, that is, from 2005 to 2008. This period was chosen because it is recent and there are emerging cases of dissatisfaction among the people about service delivery in Presidents' Office Public Service Management in Tanzania.

## **1.8 Significance of study**

This study is may be helpful to the following category of people:

### **Presidents' Office Public Service Management**

The study may help Management of Presidents' Office Public Service Management in Tanzania to come up with appropriate ways of recruiting employees, as well as policy option towards quality of service provision to the public.

### **Government**

The study is also intended to help in sensitizing the Government and other persons in management positions to realize the importance of motivation in service delivery and the various factors that motivate employees.

### **Academicians**

The study may act as a stepping-stone for further research in the discipline of motivation and service delivery in various organizations. The academicians may use this study as a source of literature of related studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter deals with what other scholars have written about motivation and how it impacts on service delivery. The study is based on a number of motivation theories, that is, Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory. This chapter is also based on the objectives of the study, that is, the various factors that motivates employees, the relationship between employee motivations and service delivery and the factors limiting effective service delivery.

#### **2.1 Theoretical framework**

Understanding what motivates employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979). Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Hertzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

As pointed out by Armstrong (2002), employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygiene (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated.

Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965).

Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

However, despite the fact that the above theories are clearly stated, none of the authors indicates the impact of motivation in service in Presidents' Office Public Service Management in Tanzania.

McGregor (1960) warned against Theory X (the view that people are reluctant to work) and offered us Theory Y, with its emphasis on people's need for achievement and satisfaction from a job done well. McClelland (1975), following the work of Murray in the 1930's, emphasized the importance of needs for achievement, power and affiliation

These people were the glamorous management consultants of the 1960's. Their theories were simple, their remedies straightforward. If we followed Maslow then we accepted his assurance that most Western working people had their basic needs satisfied, so were not to be motivated by money (which can buy basic necessities but cannot buy relationships, affection, self esteem etc.). Managers following this theory turned their attention to providing more satisfactory relationships, more interesting work, and more opportunities for self-fulfillment.

Employers who followed Herzberg also rejected money as a motivator, and focused their efforts on providing more enriched jobs. McGregor led them to abandon the view of working people as lazy and reluctant to work without threats and incentives (Theory X). Instead he proposed Theory Y, which told them that people basically wanted to do a good job and they should provide opportunities for satisfaction from a job well done. McClelland focused attention on giving people the opportunity to satisfy their needs for achievement, power, and affiliation.

In the 1970's we read about the case studies of organizations which had followed these exhortations. Unlike the first rash of converts, whose massive efforts and successful results had contributed to the popularity of the "needs" approach in the 60's, these second generation studies showed an array of mixed results. There were job enrichment programmes which had resulted in most of the staff leaving; human relations programmes which had reduced conflict but at the expense of causing output to fall; and companies which removed incentive payment systems and found they could not manage the

resulting need for more directive supervision. At the same time there were other companies achieving the good results promised of the programmes they introduced.

The response to these results was also mixed. Some people adhered to their favourite theory and blamed ineffectiveness of implementation or management or the workforce for failure. Some turned back to earlier theories, influenced by researchers such as Donald Roy (1952). Others looked for more sophisticated theories, turning away from over-simplification and general solutions.

Contingency Theory had been developed in response to research findings that the same management practice could be a resounding success in one organization and a miserable failure in another. Joan Woodward (1958) advocated adapting the structure of an organization to its technology; Burns and Stalker (1961) showed that different styles of management fitted firms facing different rates of change; and Tom Lupton and his research team at Manchester Business School developed the "best fit" approach to designing remuneration systems (1968 and 1974). This approach involved identifying the most suitable payment system for each organization, and even for different sections within an organization.

However, there is a growing body of research findings that show motivation varies between individuals, between groups, and between cultures, and that this can affect the operation of a remuneration system.

Other researchers have reported variations in motivation. Michael White (1973) found UK managers in a sample of 2246 showed six distinctive patterns of motivation (material



rewards, status and prestige, security and social issues, job interest, variety, challenge, and leadership). Blackburn and Mann (1979) found in a sample of 1000 low skilled workers a wide range of "orientations", or motivations to work. These included such things as pay, hours of work, promotion opportunities, autonomy, working indoors, intrinsic features of the work, how worthwhile the work was, relationships with colleagues, and working conditions.

These kinds of studies certainly support the "contingency theory" approach, which says that management strategies (including payment systems) should be designed specifically to suit the host organization and its employees and managers.

However the picture is very much complicated by the fact that there is also a body of research which indicates that needs are neither instinctive nor fixed for individuals. They vary with changes in personal circumstance, and can be modified by making desired rewards more available or less available. White's study about Motivation showed that the managers who were most likely to be motivated by security and social needs were those who had reached a peak in their careers, and for whom some of the other motivators were no longer available. Job interest was a motivator for people who had interesting jobs; variety and challenge were motivators for people with challenging jobs, and so on. In many cases it is impossible to ascertain which came first, the motivation or the choice of career. But this is not so with those people whose careers had peaked. If it is true that people often adapt their needs to match the rewards which are available to them, then this would explain why Goldthorpe (1968) had found so many Coventry car assembly

workers motivated by the high wages they could earn in their boring, repetitive jobs rather than choosing more interesting work for lower pay which they could have found.

What should we conclude about "Needs Theories" and "Contingency Theory"? Firstly it has become very clear that we cannot accept any simple model which seeks to explain human motivation as deriving from generally applicable needs, such as the need for money, or the need for achievement, or for interesting work, or for relationships at work. People have differing needs, both between and within organizations.

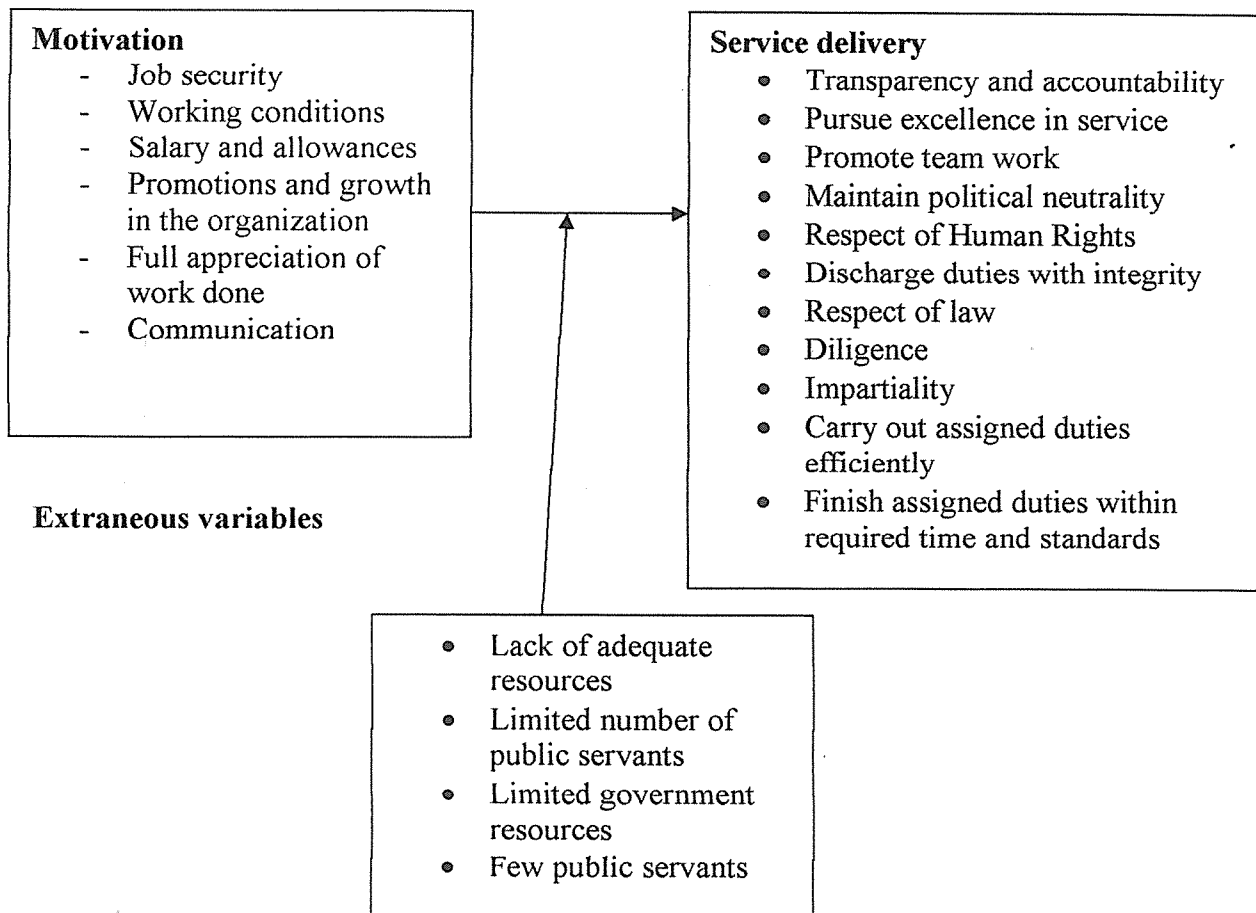
This could lead to a "contingency" approach with reward systems tailored to each individual's needs. That would be a managers' nightmare and has never been seriously advocated except for fringe benefits (the Cafeteria Plan, see Thierry, 1978). There is another major consideration that should influence our thinking here. It appears to be possible to encourage people to seek the rewards employers are able or willing to offer. Employees do not expect individually tailored rewards, and there is ample evidence that some organizations have motivated their employees with money, some have motivated them with enriched jobs, some with growth opportunities, some with improved relationships, and so on.

Research at Strathclyde University in the 1980's investigated this possibility (Bowey, Thorpe and Hellier, 1986). Sixty three (63) organizations were studied in depth to identify the factors which had contributed to the relative success of one third of them from introducing a new performance-related payment system, whilst the other two thirds had no improvements to show for their efforts. The work took three years, and the results showed that companies could succeed or fail with the same kind of payment system.

Even very similar companies in similar circumstances could succeed or fail with the same kind of scheme. Similarly, the age distribution, sex, degree of skill, of the workforce, the region, the economic sector or the size of the organization offered no explanation of the variations in results. In other words there was no support for Contingency Theory from this study, the largest and most detailed of its kind (most studies of payment systems are case studies of a very small number of sites, often only one).

The only factor which correlated well (statistically) with the results of the changed payment systems in the Strathclyde study was "involvement/consultation", the amount of time and effort the management had spent discussing the proposed new scheme with their employees and with other managers before its introduction. The implications of this for motivation theory seem to support what some have called "Reactance Theory". People need to feel they have some control and freedom in their work situation, they are not passive receivers of motivational stimuli, but act in ways to secure control, freedom, and improved chances of obtaining rewards.

## 2.2 Conceptual framework



**Source:** *Developed from literature review*

The above conceptual frame work indicates that motivation can be classified in terms of job security, working conditions, salary and allowances, promotions and growth in the organization, full appreciation of work done and effective communication. The assumption is that if employees are motivated to their satisfaction, this will lead to transparency and accountability in public service delivery, pursue excellence in service, promotion of team work, carrying out assigned duties efficiently and finishing of assigned duties within required time and standards, among others. There are however,

other factors such as inadequate resources and limited number of public servants that may affect service delivery. These factors are called extraneous variables.

### **2.3 Organizations and quality of services provided**

The literature reviewed under this section indicates that different factors affect the quality of services rendered in organizations and according to Verma (2008), Management plays a very significant role in organizations ability to provide quality services. He adds that it is management which makes difference in the performance of any organization. The importance of management in organizations has further increased during recent times because the scale of operations have gone high, labour has become specialized, markets became highly competitive and an efficient handling of things became need of the day.

Verma (2008), further points out that Management is basically a supportive function which facilitates the achievement of common goals in a group activity. It concerns with creating an environment in which all the resources can be put to their optimum use. A manager's function is to plan, organize, direct and control the efforts of all concerned in a way that organizational objectives are achieved effectively and efficiently. However, although the views of Verma (2008), are convincing, he does indicate the quality of services provided in the Presidents office in Tanzania which is the basis of this study.

Another determinant of quality of services in organizations of organizational culture and as pointed out by Black and Richard (2003), where culture is strong—people do things because they believe it is the right thing to do. They defined it a state where people, even if they have different ideas, do not challenge organizational thinking, and therefore there

is a reduced capacity for innovative thoughts. This could occur, for example, where there is heavy reliance on a central charismatic figure in the organization, or where there is an evangelical belief in the organization's values, or also in groups where a friendly climate is at the base of their identity (avoidance of conflict). It is therefore evident that there is direct relationship between cultures of the organization and services provided.

The quality of services is also determined by motivation of staff, and as indicated by Armstrong (2003), to motivate means to give incentive to. There are many factors that can increase motivation. Increases in motivation can lead to changes within the brain. These changes extend their influence to other parts of the brain and to the rest of the body through the endocrine system. This is a system of chemical messengers that can have measurable effect on the performance of an individual and hence increase in service delivery. Therefore, the quality of services in organizations can be good or poor depending on available circumstances.

#### **2.4 The various factors that motivates employees**

The review of literature indicates that despite the importance attached to motivation, none of the scholars indicate the motivating factors in Presidents' Office Public Service Management in Tanzania. Gibson (2002) indicates that there are many employee motivation factors that a manager must consider. In order to properly conduct business employees need to be well trained and motivated. He adds that one of the most important employee motivation factors is treating people fairly and with respect.

According to Bedeian (1993), the best advice on employee motivation factors is to start a cycle of self confidence and motivation by developing each individual's strengths. However, the strength of the above argument, he does not indicate the impact of motivation in service in Presidents' Office Public Service Management in Tanzania.

According to Smith (1994), there is a positive relationship between motivation and service delivery. On the question of why do we need motivated employees? The answer is survival. Motivated employees are needed in our rapidly changing workplaces and this increases service delivery. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

The basic requirement for job satisfaction may be included comparatively higher pay, an equitable payment system, real opportunity for promotion, considerate, and participative management, a reasonable degree of social interaction at work, interesting and varied tasks and high degree of autonomy

## **2.5 Factors limiting effective service delivery in organizations**

Some jobs are stressful by definition because they are physically dangerous (such as firefighting or criminal justice), involve matters of life and death (emergency functions),

or are psychologically demanding (social work, teaching). But people who stamp metal or crunch numbers can also be subject to stress on the job. Workplace stress is usually the result of high demands on the job, real or perceived lack of control concerning those demands, poor day-to-day organization and communication, and an unsupportive work environment.

Stress on the job creates high costs for businesses and institutions, reducing morale, productivity, and earnings. Clearly, it is in every employer's best interests—fiscal and otherwise to reduce workplace stress as much as possible. Businesses can lower and prevent job stress through two methods:

Goal theory as developed by Latham and Locke (1979) states that, motivation and performance are higher when individuals set specific goals, when goal are difficult but accepted, and when there are feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Finally, feedback is vital in maintaining motivation, particularly towards the achievement of even goals.

## **2.6 Policies for improving organizational performance (service delivery)**

According to Armstrong (2003), the two factors that determine how an organization functions in relation to its internal and external environment are its structure and the processes that operate within it. Organizations are also effected by the culture they develop, that is, the values and norms that affect behaviour. It is therefore evident that in

order to improve service delivery, managers should focus on both internal and external environments of their organizations.

Cole (2002) indicates that the overwhelming majority of organization theorists subscribe to the view that some degree of structure is an essential part of every organization in order to enhance service delivery. The arguments between the different theorists thus tend to devolve around the extent to which structure either is present, or should be present. In the industrial period between the two World Wars, the dominant figures of organization theory were mostly practical managers whose approach to the management of organizations was a prescriptive one, based on practice experience. The essence of their theories was that organizational effectiveness depended on having a suitable structure of jobs and relationships. These theorist-managers have been called the 'scientific management school', of the Classical school. Typical exponents of these theories were F.W. Taylor, Henri Fayol, and L.F Urwick (Armstrong 2003)

The classical or scientific management school, as represented by Fayol (1916), Taylor (1911) and Urwick (1947) believed in control, order and formality. Organizations need to minimize the opportunity for unfortunate and uncontrollable informal relations, leaving room only for the formal ones.

The bureaucratic model of organization as described by Perrow (1980) is a way of expressing how organizations function as machines and can therefore be associated with some of the ideas generated by the classical school. It is based on the work of Max

Weber (1946) who coined the term bureaucracy, as a liable for a type of formal organization in which impersonality and rationality are developed to the highest degree. Bureaucracy, as he conceived it, was the most efficient form of organization because it is coldly logical and because personalized relationships and non-rational, emotional considerations do not get in its way.

The classical, and by implication, the bureaucratic model were first challenged by Barnard (1938). He emphasized the importance of the informal organization – the network of informal roles and relationship which, for better or worse, strongly influences the way the formal structure operates. He wrote: formal organizations come out of and are necessary to informal organizations; but when formal organizations came into operation, they create and require informal organizations. More recently, Child (1977) has pointed out that it is misleading to talk about a clear distinction between the formal and the informal organization. Formality and informality can be designed into structure. It should however, be noted that these old management theories and although are relevant today, they do not clearly the impact of motivation on service delivery in President's Office Public Management in Tanzania, a gap this study intend to fill.

## 2.7 Summary of literature review

In summary, understanding what motivates employees and how they are motivated is the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979). The literature reviewed under this section indicates that different factors affect the quality of services rendered in organizations as indicated by Verma (2008). It

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was also noticed that management plays a very significant role in organizations ability to provide quality services. It is management which makes difference in the performance of any organization. In addition, the basic requirement for job satisfaction may be included comparatively higher pay, an equitable payment system, real opportunity for promotion, considerate, and participative management, a reasonable degree of social interaction at work, interesting and varied tasks and high degree of autonomy

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 An overview**

This chapter focused on the research design used in the study, area and population of study, sample and sampling design the researcher used, research instruments, data analysis and the problems encountered during the study. This study employed both qualitative and quantitative survey approaches. The qualitative design was used in order to describe the phenomena in its natural setting. The quantitative approach was used to show the trend of responses about the study.

#### **3.1 Research design**

The research design adopted in this study was a case study because, it excelled at bringing the researcher to an understanding of a complex issue or object and could extend experience or add strength to what was already known through previous research. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships.

#### **3.2 Study area**

The area of study was the President's Office; Public Service Management (PO-PSM) Dar Es Salaam Region in Tanzania.

#### **3.3 Study population**

The study population constituted the employees of the President's Office Public Service Management (PO-PSM) the Ministry under President's Office in Tanzania.

### 3.4 Sample size

The sample size was determined by using the Collombat's formula

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

Where:

N-Total population in President's Office

e - The exponential constant whose value is approximately 0.05.

According to the Human Resource Office, President's Office Public Service Management (PO-PSM) with all its departments has got 170 employees (N). Using the above formula,

$$N = \frac{170}{1 + 170(0.05)^2}$$

n = 120 which represent sample

### 3.5 Data collection methods

Data collection methods were taken as an integral part of research design. Secondary information was gathered from the available literature. This involved reviewing numerous documents like textbooks, journals, newspapers, national and international policy documents, reports and bulletins containing information about the leadership and its impact on organizational performance. Primary data was collected using self-administered questionnaires, in-depth interviews, focus group discussions, observing people and documentary review.

#### In-depth interviews

Personal interviews were carried out, direct verbal discussion and interaction with the respondents in order to collect data. The objective of the interview was to bring some preliminary issues to the surface so that the researcher can determine what variables need

further in depth investigation. The questions were planned in advance and the researcher used an interview guide to guide the interview and a lot of probing was done. According to Amin (2005) there are advantages of conducting in-depth interviews. The researcher is able to help the respondent understand the question being asked, so there is no vagueness in answers given, such interviews build good rapport between the researcher and the respondent thus the respondent becoming confident when answering questions, the interviewer is able to control the flow of questions and the data obtained from such an interview is of high quality.

Interviews are advantageous to the researcher because they help to adopt many questions as necessary, clarify doubts and ensure that repeating or rephrasing the questions properly to understand the responses. It is possible to pick up non-verbal issues from the respondent. Face to face interviews also allow the researcher to notice any discomfort, stress or problems that the respondents may experience, nervous tapping and other body language unconsciously exhibited can also be noticed which would be impossible to detect while using other methods.

### **Questionnaires**

Open ended and closed questionnaires were administered to respondents in the different categories. The questionnaires were administered to key informants who included the administrators and employees of Presidents' Office, Public Service Management. The questionnaires were designed and sectioned according to the themes of the study. Questionnaires helped the respondents to read through the question several times and understand in order to give the most suitable answers. They were popular with

researchers because information could be obtained fairly, easily and the questionnaire responses are easily coded.

### **Observation**

This method was mostly used to gather information about the non-verbal behavior. This involved using personal intuition of the researcher by seeing and hearing. Busha and Harter (1980:147) indicate that the term observation is used to indicate that the object or the subject of an investigation is being subjected to close visual surveillance and the information obtained is related to more general proportions or theories. The advantage of the observation method is that the research can be conducted in a natural environment rather than in an artificial setting, and can easily be conducted over time. Observation studies help to comprehend complex issues through direct observation and then if possible, asking questions to seek clarification on certain issues. The data obtained is rich and uncontaminated by self-report biases.

### **Documentary review**

A number of documents containing information about the impact of Employee Motivation on Service Delivery in Presidents' Office, Public Service Management were reviewed. The literature was reviewed basing on the objectives of the study. Several kinds of documents were reviewed which include textbooks, journals, news papers, national and international policy documents, reports and bulletins.

### **Focus group discussions**

Focus group discussions were also used to collect data. This was by the help of focus group guide, which is a lay out of items that were in line with the topic of study. Focus groups discussions are generally considered to be qualitative rather than quantitative method and generally do not yield results suitable for statistical analysis. The results were interpreted more subjectively. The data consisted of a record of the discussion as this method was very effective since it provided data quickly and the cost was relatively low. The researcher was able to collect data on beliefs, attitudes and behaviors; more depth of coverage and more detailed and flexibility and opportunity to probe it will achieved.

### **3.6 Validity of instruments**

Validity of instruments was ascertained by first of all discussing the questionnaire and interview schedule drafts with the supervisor. The content validity of the instrument was found worthy executing for the pilot run and thus the study. The content validity index was estimated to be 0.86 which was above the accepted value of 0.76 (Kathuri and Palls (1993), hence the instrument was deemed valid.

### **3.7 Reliability of instrument**

The reliability of instruments was established basing on the preliminary results derived from the pilot study. The study instruments were set for the pilot run. Results realized were discussed with the supervisor and the coefficient of reliability of the instruments was accepted.

### 3.8 Data analysis and quality control

For qualitative data, it involved identification of similar responses at the end of each day of data collection and they were coded according to the themes of the study. Then the tentative themes were identified and code categories were given under each theme. Important themes from the collected data were also be identified and supplemented by information given by the interviews. Data analysis was done using both qualitative and quantitative methods. Qualitative analysis entailed review of the published work, newspapers, magazines and journals. Quotations from both secondary and primary data with relevant information to the findings were included to substantiate findings. During analysis, respondents' expressed feelings; attitudes, ideas, and statements were put into consideration.

In Quantitative analysis, data was analyzed by using Pearson's correlation co efficiency. This helped to obtain the relationship between motivation and service delivery in Presidents' Office Public Service Management. According to Amin (2005), given a set of observations  $(x_1, y_1), (x_2, y_2) \dots (x_n, y_n)$ , the formula for computing the correlation coefficient is given by;

$$r = \frac{1}{n-1} \sum \left( \frac{x - \bar{x}}{s_x} \right) \left( \frac{y - \bar{y}}{s_y} \right)$$

Where,

r=correlation coefficient

n=sample

$\bar{x}, \bar{y}$ =differences in mean

$s_x, s_y$ =Standard error of sampling distribution.

**Source:** Amin (2005).

The correlation coefficient always takes a value between -1 and 1, with 1 or -1 indicating perfect correlation (all points would lie along a straight line in this case). A positive correlation indicates a positive association between the variables (increasing values in one variable correspond to increasing values in the other variable), while a negative correlation indicates a negative association between the variables (increasing values in one variable correspond to decreasing values in the other variable). A correlation value close to 0 indicates no association between the variables. Since the formula for calculating the correlation coefficient standardizes the variables, changes in scale or units of measurement will not affect its value. For this reason, the correlation coefficient is often more useful than a graphical depiction in determining the strength of the association between two variables. Data from questionnaires will be presented in form of frequency tables, pie charts and bar graphs. Data results will be presented in tabular forms, graphs, pie charts including the percentages of information got from the field according to the different themes of study.

### **3.9 Ethical considerations**

An attempt was made to:

- Exercise confidentiality, anonymity and privacy so as to safe guard the interviews and other respondent's altogether.
- The researcher avoided deception in the process of research

- The researcher was honest and trustworthy about aims and, or goals and procedures of the study.

### **3.10 Limitations and Solutions:**

A number of limitations were encountered and these include the following;

- i. Some of the respondents were not willing to give information and this problem was solved by assuring them that this study was purely for academic purposes.
- ii. Funds were limited. However, this was solved by seeking financial assistance from friends and relative.
- iii. Respondents were busy with their work, thus much time was spent particularly in getting responses to questionnaires.

## **CHAPTER FOUR**

### **FINDINGS**

#### **4.0 Introduction**

This chapter deals with the findings from the field, its interpretation, representations and the implications and the results were analyzed using Statistical Package for Social Scientists (SPSS). The chapter is in line with the objectives of the study, that is, to find out the various factors that motivate employees in Presidents' Office Public Service Management, to establish the relationship between employee motivation and service delivery in Presidents' Office Public Service Management and to establish the factors limiting effective service delivery in Presidents' Office Public Service Management. The first section of this chapter focuses on the background information of the study.

#### 4.1 Demographic characteristics of respondents

| <b>Sex</b>       | <b>Frequency</b> | <b>Percentage</b> |
|------------------|------------------|-------------------|
| Male             | 83               | 70.9              |
| Female           | 34               | 29.1              |
| Total            | 117              | 100.0             |
| Missing system   | 3                |                   |
| Total            | 120              |                   |
| <b>Age</b>       | <b>Frequency</b> | <b>Percentage</b> |
| 21-25            | 7                | 5.9               |
| 26-40            | 29               | 24.6              |
| Above 40         | 82               | 69.5              |
| Total            | 118              | 100.0             |
| Missing system   | 2                |                   |
| Total            | 120              |                   |
| <b>Education</b> | <b>Frequency</b> | <b>Percentage</b> |
| Masters          | 4                | 3.5               |
| Diploma          | 22               | 19.1              |
| Degree           | 89               | 77.4              |
| Total            | 115              | 100.0             |
| Missing system   | 5                |                   |
| Total            | 120              |                   |
| <b>Response</b>  | <b>Frequency</b> | <b>Percentage</b> |
| Married          | 98               | 81.7              |
| Divorced         | 8                | 6.7               |
| Single           | 14               | 11.7              |
| Total            | 120              | 100               |

*Source: Primary data*

Under demographic characteristics, the study focused on the sex, age, education level, and marital status, duration of work in the organization and job title and how they impact on motivation of employees. In the context of this study, one variable (transparency and accountability) was selected as a motivating factor.

The study indicated that male respondents dominated the study with 70.9% response and female were only 29.1% response. This finding implied that there were more male employees in the Presidents' Office Public Service Management. On the question of the

age of the respondents, 5.9% response indicated that they were between 21-25 years, 24.6% response indicated they were between 26-40 years. 69.5% however, was the highest response and indicated that, they were above 40 years, that is the age of maturity in relation to hard working, when motivated, can improve on service delivery.

As regards education level of respondents, the study indicated that majority held degrees (77.4%) response, followed by those who were diploma holders (19.1%). This finding implied that the staff in the President's Office Public Service Management in Tanzania had adequate education level and if motivated could improve on service delivery.

The study indicated that 81.7% respondents were married, 6.7% were divorced and 11.7% were single. There was however, no relationship between the marital status of the employees and the service delivery in the Presidents' Office Public Service Management in Tanzania.

#### **4.1.5 . Duration of work in the organization**

| <b>Response</b>  | <b>Frequency</b> | <b>Percentage</b> |
|------------------|------------------|-------------------|
| 1-5 years        | 38               | 31.7              |
| 6-9 years        | 47               | 39.2              |
| Above 10         | 32               | 26.7              |
| Missing response | 3                | 2.5               |
| <b>Total</b>     | <b>120</b>       | <b>100</b>        |

*Source: Primary data*

The findings indicated that majority of the respondents (39.2%) response had worked in the Office of the President for a period 6-9 years, 31.7% response indicated those who

had worked in the Office of the President for 1-5 years and then 26.7% response of the respondents had worked there for more than 10 years.

#### 4.1.6 Job Title of respondents

| Response                                | Frequency  | Percentage |
|---|------------|------------|
| Minister                                | 2          | 1.7        |
| Permanent Secretary                     | 1          | 0.8        |
| Deputy Permanent Secretary              | 1          | 0.8        |
| Directors                               | 4          | 3.3        |
| Ass Directors                           | 9          | 7.5        |
| Principle Officers                      | 25         | 20.8       |
| Senior Officers                         | 35         | 29.2       |
| Normal Officers                         | 18         | 15.0       |
| Cadet Officers (Including new recruits) | 6          | 5.0        |
| Supporting Staff                        | 9          | 7.5        |
| Experts Local and Foreigners            | 9          | 7.5        |
| Missing response                        | 1          | 0.8        |
| <b>Total</b>                            | <b>120</b> | <b>100</b> |

*Source: Primary data*

The study revealed that the job titles for the response were, Ministers, Permanent Secretary, Deputy Permanent Secretary, Directors, Ass Directors, Principal Officers, Senior Officers, Normal Officers, Credit Officer Supporting Staff and Expert Local and Foreigners as indicated in the table. Majority of the respondents however, were the Senior Officers as shown by 29.2% response. This is important because, information regarding motivation in Presidents Office Public Service Management was obtained from different categories of employees hence free from bias.

#### 4.2 Service delivery in the Presidents' Office Public Service in Tanzania

As pointed out earlier, the Presidents' Office Public Service Management in Tanzania is charged with the responsibility of ensuring that Public Servants participate fully in

fulfilling the mission of the Public Service, which is to deliver quality service to the people of Tanzania efficiently, effectively and with the highest standard of courtesy and integrity. In so doing public employees are expected to impinge on the vision of transforming the Public Service into an institution which is pivotal in achieving sustainable economic growth and prosperity in Tanzania. In the context of this study, service delivery in the Presidents' Office Public Service Management in Tanzania was measured in terms of transparency and accountability.

### Service delivery

| Statement                             | Very good | Good      | Fair      | poor    | No comment | Missing response |
|---------------------------------------|-----------|-----------|-----------|---------|------------|------------------|
| Transparence and accountability       | -         | 18 (15%)  | 67(55.8%) | -       | 33(27.5%)  | 2(1.7%)          |
| Team work                             | 7 (5.8%)  | -         | 44(36.7%) | -       | 34(28.3%)  | 4(3.3%)          |
| Political neutrality                  | 6 (5%)    | 66(55%)   | 16 (13%)  | -       | 26(21.7%)  | 6(5%)            |
| Respect of Human rights               | 4 (3.3%)  | -         | 76(63.3%) | 9(7.5%) | 27(22.5%)  | 4(3.3%).         |
| Discharge of duties with integrity    | -         | 3(2.5%)   | 79(65.8%) | 13(11%) | 22(18.3%)  | 3(2.5%)          |
| Respect of law                        | -         | 16(13.3%) | 78(65%)   | -       | 23(19.2%)  | 3(2.5%)          |
| Carry out assigned duties efficiently | -         | 13(10.8%) | 82(68.3%) |         | 24(20%)    | 1(0.8%)          |
| Finish assigned duties n time         | -         | 17(14.2%) | 75(62.5%) | -       | 26(21.7%)  | 2(1.7%)          |

*Source: Primary data*

The study indicated that transparency and accountability was fair as indicated 55.8% response. However some did not comment on the level of transparency and accountability (27.5% response). The lack of adequate transparency and accountability was attributed to low motivation in the Presidents' Office Public Service Management in Tanzania.

The promotion team work in the Presidents' Office Public Service Management in Tanzania was fair as indicated 36.7% response. However 28.3% response did not say anything about promotion of team work. The lack of team work was attributed to inadequate management skills in the organization. The study indicated that maintaining political neutrality was maintained in the Presidents' Office Public Service Management in Tanzania as indicated 55.0% response. This can enable other agencies like opposition side to participate in service delivery hence political neutralization promotes quality service delivery and motivation towards work. The study indicated that respect of human right was fair as indicated by 63.3% response. Respect of human rights in the President's Office promoted integrity among employee and resulted into high quality services delivered. However, some employees reserved their comment and this was 22.5% response. It is therefore, evident that employees of the Presidents' Office Public Service Management acknowledge that Human Rights are universal, and civil, political, economic, social and cultural rights belong to all human beings, including refugees and internally displaced people. The study indicated that discharge of duties with integrity was rated as fair in the Office of the President as indicted by 65.8% response. Integrity in the office has promoted high service delivery and this enhances employee's motivation to work.

On the issue of respect of law, the study indicated that it was fair as revealed by 65.0% response. Lack of respect was attributed to lack of clear guidelines to employees' code of conduct by some employees. The study indicated employee carry out assigned duties efficiently as indicated by 68.3% response. However 20.0% response reserved their comment on their duties. The results indicated that finishing assigned duties within



required time and standards was fair as indicated by 62.5% response. Finishing assigned duties within required time and standards promotes quality services that was attributed to the job specifications in the organization.

#### 4.3 Importance of various factors in motivating employees

Understanding what motivating employees and how they are motivated was the focus of this study. The employees of the Presidents' Office Public Service Management-Tanzania were asked to rate the importance of job security, working conditions, salaries and allowances, promotion, appreciation of work done and communication and it was revealed that different are motivated differently.

##### Various motivating factors

| Statement                | Very important | Important | Less important | Missing response |
|--------------------------|----------------|-----------|----------------|------------------|
| Working conditions       | 95(79.2%)      | 14(11.7%) | 6(5%)          | 5(4.2%)          |
| Salary and allowance     | 101(84.2%)     | 14(11.7%) | -              | 5(4.2%)          |
| Promotion of staff       | 101(84.2%)     | 14(11.7%) | -              | 5(4.2%)          |
| Appreciation of work one | 101(84.2%)     | 16(13.3%) | -              | 3(2.5%)          |
| Communication            | 90(75%)        | 20(16.7%) | 4(3.3%)        | 6(5%)            |

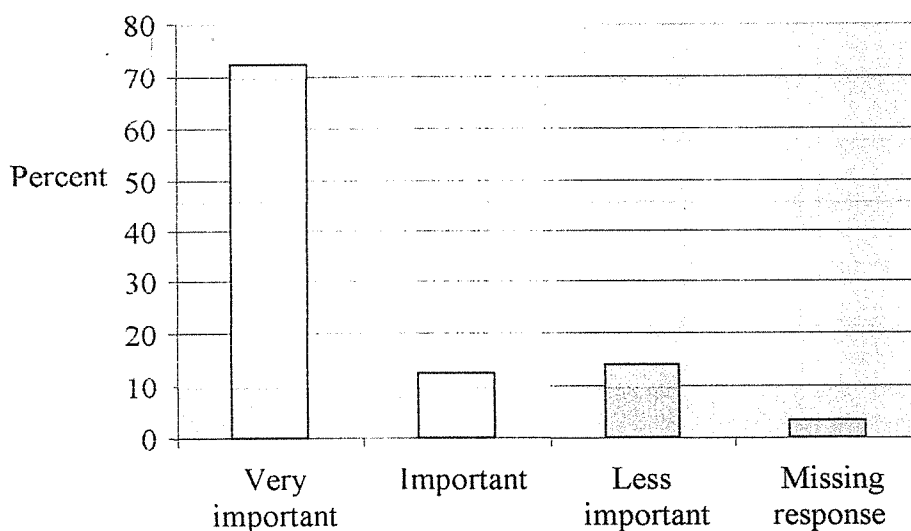
*Source: Primary data*

As regards the working condition, the study revealed that they were very important as indicated by 79.2 % response. If the working conditions are not conducive it reduces the moral at work. The study revealed that salaries and allowance were very important in motivating staff as indicated by 84.2% response. Allowances and salaries motivates employees as good salaries and allowances makes employee to love their job as a result

they aim at deliveries quality services. The study reveled that promotion was very important factor in motivation of staff as revealed by 84.2% response again.

The study indicated that appreciation of work done affects the service delivery as indicated by 84.2% response. This increases the moral of the employee and hence high motivation towards work. This also implies that one of the most important employee motivation factors is treating people fairly and with respect. As a manager one needs to respect employees and maintaining harmonious working condition. As regards the communication in affecting service delivery, the study revealed it was very important as 75.0% response. Proper communication in the office usually promotes good relationships among employees and management hence high motivation in the work.

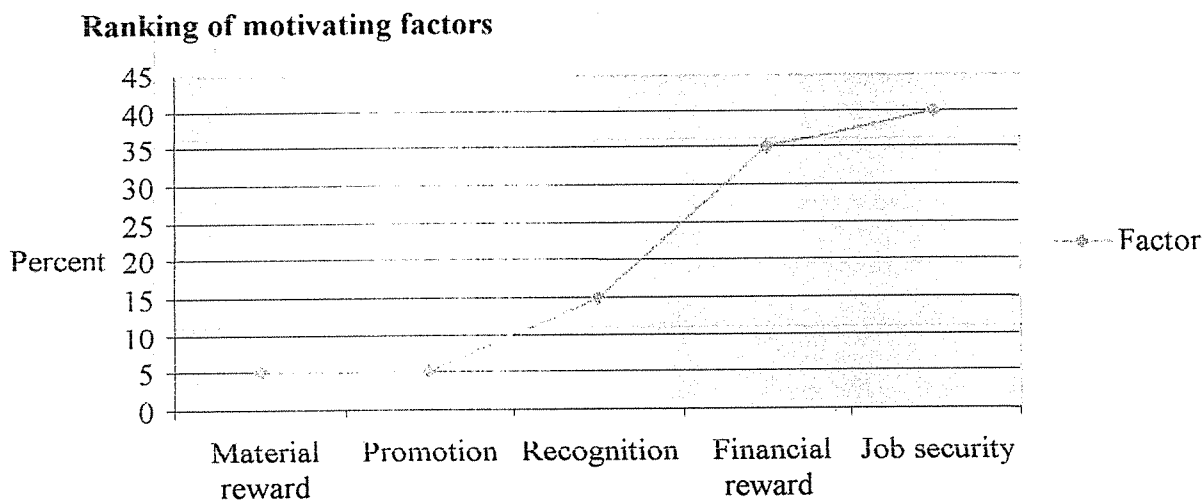
#### 4. 4 Importance of job security as indicated by employees



*Source: Primary data*

The study indicated that job security was very important factor in motivating staff in the Office of President as mentioned by 70.0% response. Job security makes the employee feel at work. But if the employee feels that they are not secure at work reduces the moral.

#### 4.3.8 Ranking of financial reward, Material reward, recognition, promotion and job security as motivating factors.



*Source: Primary data*

The study reveled that the most motivating factor was job security,(40% response), followed by Financial reward (35% response) and then recognition (15% response). The least motivating factors were promotion and material rewards. This finding further indicated that different employees of the Presidents' Office Public Service Management in Tanzania were motivated differently.

#### 4.4 Amount of pay to the employees in the Presidents' Office Public Service Management in Tanzania

The amount of pay in relation to employee performance needs to be seen in the context of broader civil service pay reform because salaries in the public service sector are generally ruled by fairly rigid civil service codes that make it legally and politically difficult to change. However, on the amount of pay received by employees, different employees rated the payment differently. Although other payments is based on the prerogative power given to the Accounting Officer of the organization concerned.

##### Mode of Pay

| Statement                       | Strongly agree | Agree     | Strongly disagree | Disagree  | Missing response |
|---------------------------------|----------------|-----------|-------------------|-----------|------------------|
| The pay received is enough      | -              | 19(15.8%) | 72(60%)           | 26(21.7%) | 3(2.5%)          |
| The payment is received on time | 8(6.7%)        | 26(21.7%) | 60(50%)           | 22(18.3%) | 4(3.3%)          |

*Source: Primary data*

The study indicated that employees did not receive enough payments as revealed by 60.0% response. Small payments were attributed to the low salary structure in the public service in general. The pay was also small as compared to the increasing cost of living in Tanzania. The research findings indicated that 50% of employees received the pay not on the expected time and this was de-motivating. The delay in the payment was attributed to bureaucracies in the government system of payments due to less developed banking sector.

#### 4.5 Motivation and service delivery in Presidents' Office Public Service Management.

In order to establish the relationship between motivation and service delivery in Presidents' Office Public Service Management, various motivating factors, that is, job security, working conditions, salary and allowances, training programme and appreciation of work done were investigated.

| Statement                                  | Greater extent | Small extent | No effect | Missing response |
|--|----------------|--------------|-----------|------------------|
| Job security affects service delivery      | 95(79.2%)      | 11(9.2%)     | 10(8.3%)  | 4(3.3%)          |
| Working conditions affect service delivery | 81(67.5%)      | 21(17.5%)    | 12(10%)   | 6(5%)            |
| Salary and allowance                       | 80(66.7%)      | 23(19.2%)    | 12(10%)   | 5(4.2%)          |
| Promotion                                  | 83(69.2%)      | 21(17.5%)    | 7(5.8%)   | 9(7.5%)          |
| Training                                   | 87(72.5%)      | 17(14.2%)    | 10(8.3%)  | 6(5%)            |
| Appreciation of work                       | 96(80%)        | 10(8.3%)     | 8(6.7%)   | 6(5%)            |
| Communication                              | 95(79.2%)      | 11(9.2%)     | 9(7.5%)   | 5(4.2%)          |

*Source: Primary data*

The study indicated that job security affects service delivery in the President's Office as mentioned by 79.2% response. Employees job security means that they are permanent at work, this build employee's confidence, and promotes hard work as a result quality of work are yielded. Working condition greatly affects service delivery as indicated by 67.5% response. This was attributed to fact that if working conditions are good, this motivates the employee to work hard and these results into quality service delivery.

The table indicated that salaries and allowance greatly affect service delivery as revealed by 66.7% response. Increase in salaries and allowance promotes hard work and efficiency

in service delivery. As regards the promotion of employees, the study revealed that promotion greatly affects service delivery as mentioned by 69.2% response. Promotion of workers builds employees self confidence and hard work as result quality service delivery.

The study indicated that employee training greatly affects service delivery as mentioned by 72.5% response. Training improves the skills of employee, these results into increased efficiency and quality services delivered. The study revealed that appreciation of work greatly affects service delivery as mentioned by 80% response. Appreciation of work done motivated the worker and improves on service delivery.

The study indicated that communication greatly affects service delivery as mentioned by 60% response. The study further indicated that effective communications are an essential precondition of effective service delivery, for without effective communication, management becomes difficult or impossible. Organizations with more than one level of management suffer from communications problems that can interfere with almost any aspect of the organization, including corrective actions.

#### **4.6 Strategic policy options to improve service delivery**

By the help of open ended questionnaire, it was found out service delivery realities, together with public needs and preferences are key influences that should direct policy and program design. Consideration of these influences can ensure that policy and program design is aligned to public needs.

Basing on the above finding, government agencies such as the Presidents Office Public Service Management, should work collaboratively to ensure effective and efficient public service delivery. Agency collaboration can enable better process alignment, maximize implementation efficiency, reduce duplication and promote the sharing of knowledge and infrastructure.

According to information obtained from principle officers, service delivery strategies should be developed to mutually enhance public value and best utilize the service delivery capability of different agencies. The Presidents Office Public Service Management should explore opportunities to improve the public's experience in interacting with the Tanzanian Government. Value creation is dependent on understanding service delivery costs and improving internal processes to ensure sustained benefits to both the government and publics.

Another strategic policy options is that service delivery strategies should be designed to be easily adapted to meet changing public needs and the emergence of new technologies. This flexibility will enable the Government to be proactive in tailoring the delivery of services to meet the needs of its dynamic public base.

Overall, respondents perceive that there have been improvements over time in the general quality of public services. However, corruption was revealed to be evident in the Presidents Office and low salaries were given as a reason for corruption in the Presidents' Office. Specific problems were noted such as recruitment procedures, taking of bribes.

In Tanzania and elsewhere in the world, majority employees work for a salary which is normally paid on monthly basis. The salary paid to an employee is one of the motivating factors and is expected to affect employee performance hence the need to investigate how this affects service delivery. In addition, it was found out that employee satisfaction with the current satisfaction was investigated as dissatisfaction would have a negative impact on employee performance. This argument is in line with the views of Davis (1981) unsatisfied employee can lead to organizational decline and affect service delivery.

#### **4.7 Relationship between various motivating factors and service delivery in Presidents' Office Public Service Management**

In this study, service deliveries in Presidents' Office Public Service Management were measured using the valuable of pursue of excellence and the relationship was measured using Pearson's Correlation Coefficient.

##### **4.7.1 Relationship between salary and pursue of excellence**

**Correlations**

|                              |                     | Salary and allowances | Pursue excellence in service |
|------------------------------|---------------------|-----------------------|------------------------------|
| Salary and allowances        | Pearson Correlation | 1                     | -.019                        |
|                              | Sig. (2-tailed)     | .                     | .846                         |
|                              | N                   | 114                   | 108                          |
| Pursue excellence in service | Pearson Correlation | -.019                 | 1                            |
|                              | Sig. (2-tailed)     | .846                  | .                            |
|                              | N                   | 108                   | 114                          |

Whereas the employees indicated that pay salary and allowances were motivating factors, Using Pearson's Correlation Coefficient, there was a negative relationship between salaries, allowances and pursue of excellence. This finding implies salary is important but

not sufficient to motivate employees. In short, there are other factors other than salary and allowances that affect employee motivation.

#### 4.7.2 Communication and service delivery

##### Correlations

|  |                     | Extent to which communication affects service delivery | Pursue excellence in service |
|--|---------------------|--|------------------------------|
| Extent to which communication affects service delivery | Pearson Correlation | 1  | .090                         |
|  | Sig. (2-tailed)     | .  | .353                         |
|  | N                   | 115  | 109                          |
| Pursue excellence in service                           | Pearson Correlation | .090   | 1                            |
|  | Sig. (2-tailed)     | .353   | .                            |
|  | N                   | 109  | 114                          |

The study indicated that there was a positive relationship between communications and pursue of excellence in the Presidents' Office Public Service Management in Tanzania. The correlation of 0.090 implies that efficient communication can enhance excellence in service delivery hence there is positive relationship.

#### 4.7.3 Transparency and accountability and pursue of excellence in service

**Correlations**

|                                 |                     | Transparency and accountability | Pursue excellence in service |
|---------------------------------|---------------------|---------------------------------|------------------------------|
| Transparency and accountability | Pearson Correlation | 1                               | .707**                       |
|                                 | Sig. (2-tailed)     | .                               | .000                         |
|                                 | N                   | 118                             | 113                          |
| Pursue excellence in service    | Pearson Correlation | .707**                          | 1                            |
|                                 | Sig. (2-tailed)     | .000                            | .                            |
|                                 | N                   | 113                             | 114                          |

\*\* .Correlation is significant at the 0.01 level (2-tailed).

Using Pearson's correlation coefficient, there was a positive relationship (0.707\*) between transparency and accountability and pursue of excellence in service. This finding implies that in presence of transparency and accountability, employees can pursue excellence in service delivery.

#### 4.7.4 Promotion and service delivery

**Correlations**

|                                 |                                   | Promotion | Transparency and accountability |
|---------------------------------|-----------------------------------|-----------|---------------------------------|
| Promotion                       | Pearson Correlation               | 1         | -.772**                         |
|                                 | Sig. (2-tailed)                   | .         | .000                            |
|                                 | Sum of Squares and Cross-products | 12.296    | -27.257                         |
|                                 | Covariance                        | .108      | -.243                           |
|                                 | N                                 | 115       | 113                             |
| Transparency and accountability | Pearson Correlation               | -.772**   | 1                               |
|                                 | Sig. (2-tailed)                   | .000      | .                               |
|                                 | Sum of Squares and Cross-products | -27.257   | 104.924                         |
|                                 | Covariance                        | -.243     | .897                            |
|                                 | N                                 | 113       | 118                             |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

There was a negative relationship (-0.772\*\*) between promotion, transparency and accountability. This finding implies that promoting employees without other motivating factors can not enhance service delivery. It was further revealed that promoting from within is good business practice has been shown to be a powerful employee motivator. In addition, internal promotion policies can generate loyalty through the recognition of individual merit and improved morale by fulfilling employees' need for increased status. In an interview with some employees on 24<sup>th</sup> February 2009, it was also stated that this promotion policy offers employers guidelines on the importance of having a well-developed job posting policy and offers expert advice on: promotion from within, creating equal opportunities for promotion, role of supervisors, information about job openings, time limit, outside hiring, factors for promotion.

#### 4.7.5 The relationship between job security and discharge of duties with integrity

Correlations

|                                 |                     | Job security | Discharge duties with integrity |
|---------------------------------|---------------------|--------------|---------------------------------|
| Job security                    | Pearson Correlation | 1            | -.338**                         |
|                                 | Sig. (2-tailed)     | .            | .000                            |
|                                 | N                   | 116          | 113                             |
| Discharge duties with integrity | Pearson Correlation | -.338**      | 1                               |
|                                 | Sig. (2-tailed)     | .000         | .                               |
|                                 | N                   | 113          | 117                             |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Using pearons' correlation coefficient, there was a less significant relationship (-.338\*\*) between job security and discharge of duties with integrity. This implies that, even employees have job security, they may not necessary discharge their duties with integrity.

#### 4.7.6 Promotion of team work and finishing of assignments in time

Correlations

|   |                     | Promote team work | Finish assigned duties within required time and standards |
|---|---------------------|-------------------|---|
| Promote team work   | Pearson Correlation | 1                 | .218*   |
|   | Sig. (2-tailed)     | .                 | .020  |
|   | N                   | 116               | 115   |
| Finish assigned duties within required time and standards | Pearson Correlation | .218*             | 1   |
|   | Sig. (2-tailed)     | .020              | .   |
|   | N                   | 115               | 118   |

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

The study further indicated that there was a positive relationship between promotion of team work and finishing of duties within integrity. A correlation of 0.218\* implies that team work enhances motivation and finishing of duties in time. This finding implies that working together is essential. Harmony and a positive attitude are critical. If the team is not working together, then the expected gains will not materialize. In an interview with some employees on 4<sup>th</sup> March 2009, it was revealed that an understanding of the common goal/task is also critical and that People have to be clear as to why the team exists and what the purpose is. Therefore, in the absence of any of the above three features teams will fail.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter deals with the discussion, conclusion and recommendations. The chapter is in line with the objectives of the study, that is, to find out the various factors that motivate employees in Presidents' Office Public Service Management, to establish the relationship between employee motivation and service delivery in Presidents' Office Public Service Management and to establish the factors limiting effective service delivery in Presidents' Office Public Service Management.

#### **5.1 Importance of various factors in motivating employees**

The study indicated that different employees are motivated differently. This is in line with Gibson (2002), who indicates that there are many employee motivation factors that a manager must consider. In addition, job security was a very important factor in motivating staff in the office of Presidents Office, as mentioned by 70.0% response. Job security makes the employee feel at work.

However, the employees indicated that, they did not receive enough payments as revealed by 60.0% response. Small payments were attributed to the low salary structure in the Government and in the Public Service as whole. The pay was also little as compared to the rising cost of living in and low productivity in Tanzania. In addition almost 30% of employees received the pay not in the expected time and this was demotivating factor. The delay in the pay was attributed to bureaucracies in the government system of payments and less developed and linkage banking sector. There



was however, a negative relationship between salaries, allowances and employee motivation.

## **5.2 Relationship between motivation and service delivery in Presidents' Office Public Service Management.**

In the context of this study, service delivery in the Presidents' office Public Service Management in Tanzania was measured in terms of transparency and accountability. Using Pearson's correlation coefficient, there was a positive relationship (0.707\*) between transparency and accountability and pursue of excellence in service. This therefore implies that service delivery in the Presidents' Office in Tanzania can be achieved through transparency and accountability. However the lack of adequate transparency and accountability was attributed to poor working relationship among workers and hence low motivation in the Presidents' office Public Service Management in Tanzania.

In some circles, the lack of team work was also hampered poor service delivery. The lack of team work was attributed to inadequate management skills in the organization. The study indicated that discharge of duties with integrity was rated as fair in the Office of the President as indicated by 65.8% response. Integrity in the office has promoted high service delivery and this enhances employee's motivation to work. On the issue of respect of law, the study indicated that it was fair as revealed by 65.0% response. Lack of respect was attributed to lack of clear guidelines to employees' code of conduct by some employees. The results indicated that finishing assigned duties within required time and standards was fair as indicated by 62.5% response. Finishing assigned duties within required time

and standards promotes quality services and was attributed to the job specifications in the organization.

Other factors that were significant included promotion of neutrality and effective and efficient system of communication. The study indicated that communication greatly affects service delivery as mentioned by 60% response. The study further indicated that effective communication are an essential precondition of effective service delivery, for without effective communication, management becomes difficult or impossible. Organizations with more than one level of management suffer from communications problems that can interfere with almost any aspect of the organization, including corrective actions.

### **5.3 Relationship between motivation and employee performance**

The relationship was measured using Pearson's correlation coefficient. Whereas the employees indicated that pay salary and allowances were motivating factors, Using Pearson's correlation coefficient, there was a negative relationship between salaries, allowances and pursue of excellence. The study indicated that there was a positive relationship between communications and pursue of excellence in the Presidents' Office Public Service in Tanzania. Using Pearson's correlation coefficient, there was a positive relationship (0.707\*) between transparence and accountability and pursue of excellence in service.

Whereas the employees indicated that pay salary and allowances were motivating factors, Using Pearson's correlation coefficient, there was a negative relationship between salaries, allowances and pursue of excellence. This finding implies salary is important but

not sufficient to motivate employees. In short, there are other factors other than salary and allowances that affect employee motivation.

There was a negative relationship (0.772\*\*) between promotion and transparency and accountability. This finding implies that promoting employees without other motivating factors can not enhance service delivery.

#### **5.4 Conclusion**

The research findings reveal that, there is no single magical formula for motivating employees. Many factors affect a given employees motivation to work and therefore improve service delivery. And, of course, not all employees are motivated by the same values, needs, desires, or wants. Some employees are motivated by the approval of others, some by overcoming challenges, while others are motivated by high pay as well as good working relation among supervisors and subordinates.

#### **5.4 Recommendations**

Basing on the findings of the study, the researcher makes the following recommendations:

- The employers should note that different people are motivated differently. It is the duty of the Presidents' Office Public Service Management to identify the motivating factors for employees.
- There is need to enhance team work among employees of the Presidents Office Public Service Management. The team has to be well managed as a balanced team composition is essential. Team members have to be carefully selected. The full

range of knowledge and skills required must be present and team members need to be committed to the task.

- There is need to employ more female employees since the study indicated that the female employees were more transparent and accountable than their male counterparts.
- There is need to increase the financial and material rewards since they were ranked as one of the most important factors in employee motivation.
- There is need for the Presidents' Office Public Service Management to improve on the working environment, improvement in the equipment and work facilities.
- Recognition and appreciation - lack of praise or recognition for achievement affects employee morale and hence motivation.
- In order to maintain labor turnover, there is a need to encourage and enhance good working relations among workers in President's Office Public Service as it seems most valuable and recursive workers they are quitting the job. This factor leading to poor service delivery as they are remain with incompetent staff or remaining with few staff to manage the vision and mission of the organization.
- There is a need to have customer care awareness training at all level of management regarding how to attend both inside and outside customers.
- With this era of globalization, there is a great need to sensitize and encourage the importance of top leaders and management to change their mindset towards accepting challenges and be flexible. As currently in the Public Service there is a problem of elders v/s young generation whereby any new ideas it become threat or challenges to elders hence it reduce working morale.

- Also there is a need to encourage internal promotion policy as it generate loyalty and increasing efficiency among employees with expectation of being promoted in higher post one day.
- As indicated earlier, one of the strategic policy options is that service delivery strategies should be designed to be easily adapted to meet changing public needs and the emergence of new technologies. This flexibility will enable the Government to be proactive in tailoring the delivery of services to meet the needs of its dynamic public base.

### 5.5 Areas for further research

Basing on the results of the study, the researcher recommended the following areas for further research.

- The relationship between motivation and staff performance
- The role of motivation in enhancing staff commitment
- Challenges to staff motivation in organizations.



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## APPENDIX I: QUESTIONNAIRE

Dear Sir / Madam,

This study is about the impact of employee motivation on service delivery in Presidents' Office, Public Service Management. Please choose by ticking only one option that suits your level of agreement or disagreement for each of the following items. The information you give is purely for academic purposes and will be treated with confidentiality.

### Background information

1. Sex of respondent Male ☐ Female ☐
2. Age of the respondent  
15 – 20 ☐ 21 – 25 ☐ 26 – 40 ☐ Above 40 ☐
3. What is your marital status?  
Married ☐ Widowed ☐ Divorced ☐ Not married ☐
4. What is your religious affiliation ☐  
Muslim ☐ Catholic ☐ Protestant ☐ Traditional Africa ☐
5. What is your education level?  
1. Primary ☐ 2. Secondary ☐ 3. Tertiary ☐ 4. No formal education ☐
6. What is your job title? -----

### The quality of service rendered by PO PSM

7. How do you rate the following services in presidents' office?

| Service                         | Very good | Good | Fair | Poor |
|---------------------------------|-----------|------|------|------|
| Transparency and accountability |           |      |      |      |
| Purse excellence in service     |           |      |      |      |
| Promote team work               |           |      |      |      |
| Respect of human rights         |           |      |      |      |
| Maintain political neutrality   |           |      |      |      |
| Discharge duties with integrity |           |      |      |      |
| Respect of law                  |           |      |      |      |

|                                |  |  |  |  |
|--------------------------------|--|--|--|--|
| Diligence                      |  |  |  |  |
| Impartiality                   |  |  |  |  |
| Carry out duties effectively   |  |  |  |  |
| Finish assigned duties in time |  |  |  |  |

### The various factors that motivate employees

8. How do you rate the importance of the following factors in motivating employees in Presidents' Office, Public Service Management?

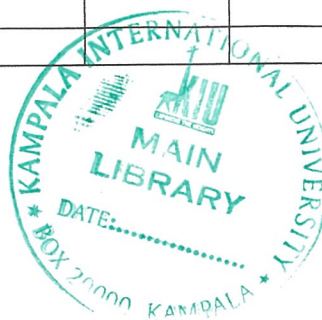
| Motivating factor              | Very important | Important | Less important |
|--------------------------------|----------------|-----------|----------------|
| Job security                   |                |           |                |
| Working conditions             |                |           |                |
| Salary and allowances          |                |           |                |
| Promotions                     |                |           |                |
| Full appreciation of work done |                |           |                |
| Communication                  |                |           |                |

9. How do you rate the effect of job security on the following variables?

| Variables                             | Very high | High | Low |
|---------------------------------------|-----------|------|-----|
| Transparency and accountability       |           |      |     |
| Pursue of excellence in service       |           |      |     |
| Promotion of team work                |           |      |     |
| Maintain political neutrality         |           |      |     |
| Discharge duties with integrity       |           |      |     |
| Diligence                             |           |      |     |
| Respect of law                        |           |      |     |
| Carry out assigned duties efficiently |           |      |     |

10. How do you rate the effect of working conditions on the following variables?

| Variables                             | Very high | High | Low |
|---------------------------------------|-----------|------|-----|
| Transparency and accountability       |           |      |     |
| Pursue of excellence in service       |           |      |     |
| Promotion of team work                |           |      |     |
| Maintain political neutrality         |           |      |     |
| Discharge duties with integrity       |           |      |     |
| Diligence                             |           |      |     |
| Respect of law                        |           |      |     |
| Carry out assigned duties efficiently |           |      |     |



11. How do you rate the effect of Salary and allowances on the following variables?

| Variables                             | Very high | High | Low |
|---------------------------------------|-----------|------|-----|
| Transparency and accountability       |           |      |     |
| Pursue of excellence in service       |           |      |     |
| Promotion of team work                |           |      |     |
| Maintain political neutrality         |           |      |     |
| Discharge duties with integrity       |           |      |     |
| Diligence                             |           |      |     |
| Respect of law                        |           |      |     |
| Carry out assigned duties efficiently |           |      |     |

12. How do you rate the effect of promotions and growth in the organization on the following variables?

| Variables                             | Very high | High | Low |
|---------------------------------------|-----------|------|-----|
| Transparency and accountability       |           |      |     |
| Pursue of excellence in service       |           |      |     |
| Promotion of team work                |           |      |     |
| Maintain political neutrality         |           |      |     |
| Discharge duties with integrity       |           |      |     |
| Diligence                             |           |      |     |
| Respect of law                        |           |      |     |
| Carry out assigned duties efficiently |           |      |     |

13. How do you rate the effect of full appreciation of work done in the organization on the following variables?

| Variables                             | Very high | High | Low |
|---------------------------------------|-----------|------|-----|
| Transparency and accountability       |           |      |     |
| Pursue of excellence in service       |           |      |     |
| Promotion of team work                |           |      |     |
| Maintain political neutrality         |           |      |     |
| Discharge duties with integrity       |           |      |     |
| Diligence                             |           |      |     |
| Respect of law                        |           |      |     |
| Carry out assigned duties efficiently |           |      |     |
|                                       |           |      |     |

14. How do you rate the effect of communication in the organization on the following variables?

| Variables                             | Very high | High | Low |
|---------------------------------------|-----------|------|-----|
| Transparency and accountability       |           |      |     |
| Pursue of excellence in service       |           |      |     |
| Promotion of team work                |           |      |     |
| Maintain political neutrality         |           |      |     |
| Discharge duties with integrity       |           |      |     |
| Diligence                             |           |      |     |
| Respect of law                        |           |      |     |
| Carry out assigned duties efficiently |           |      |     |
|                                       |           |      |     |

15. What are the Constraining factors to quality of service delivery?

- 1.-----
- 2.-----
- 3.-----

16. What are the strategic policy options to improve on service delivery by the president's office?

- 1.-----
- 2.-----
- 3.-----

*Thanks for your cooperation*

## APPENDIX II: INTRODUCTION LETTER



KAMPALA  
INTERNATIONAL UNIVERSITY

P.O. BOX 20000  
KAMPALA-UGANDA.  
TEL:-041-266813

### OFFICE OF THE DIRECTOR SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH

17 October, 2008

To:  
Permanent secretary  
Presidents' office  
Public Service Mgt  
P.O. BOX 2483  
Dar es-Salaam.  
TZ

Dear Sir/Madam,

#### RE: INTRODUCTION FOR MR ALOIS DONATH

The above named is our registered student in the School of Post Graduate Studies and Research, pursuing a Master of Arts in Development and Administration Management, With registration MADAM/16648/71/DF

He wishes to carry out a research on "Impact of employee motivation on service Delivery in Public Institutions; A case study of President's Office Public Service Management in Tanzania"

Any assistance accorded to him regarding research will be highly appreciated.

Yours faithfully,

Prof. Owolabi O. Samuel  
Director SPGS&R

### APPENDIX III: ACCEPTANCE LETTER

THE UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE

Telegrams: TTX PALIT, DSD  
Telephone: 11831  
Fax: 11308



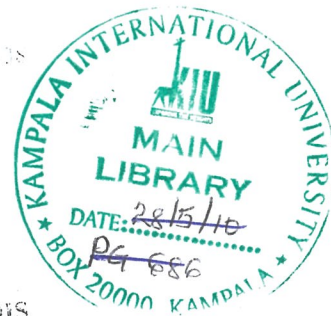
Public Service Management,  
P.O. Box 2483,  
DAR ES SALAAM.

In reply please refer to

26 November 2008

Ref. No. AB.252/287/05

Director of Postgraduate Studies and Research,  
Kampala International University,  
P.O. Box 20000,  
KAMPALA - UGANDA.



RE: ACCEPTANCE OF RESEARCH IN RESPECT OF MR. ALOIS  
DONATH

Kindly refer above heading.

I wish to inform you that, the above named student has been accepted to conduct his research/Masters thesis at the President's Office Public Service Management in per your request in your letter dated 17<sup>th</sup> October, 2008.

In view of above, the said student should contact the undersigned for further instructions.

*SECRETARY*  
*FOR PERMANENT SECRETARY*  
*(PUBLIC SERVICE MANAGEMENT)*  
Lilian Dennis

C.C. Head of Education and Information Section -- For your needful assistant.  
Lilian Dennis -- For your follow up.