

**ASSESSMENT OF MOTIVATION ON THE EMPLOYEES'
PERFORMANCE IN AGRICULTURAL AND
LIVESTOCK SECTOR AT KYELA
DISTRICT COUNCIL
TANZANIA**

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Kampala, Uganda

In Partial Fulfillment of the Requirements for the Degree
Master of Business Administration

By:
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DECLARATION A

"This Thesis is my original work and has not been presented for a degree or any other academic award in any university or institution of Learning"

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Name and Signature of Candidate

01 OCT. 2010
Date



DECLARATION B

I /we, confirm that the work reported in this Thesis was carried out by the candidate under my/our supervision.

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DEDICATION

This work is dedicated to my beloved wife Veronica Mwankenja (Mrs).
Also my dedication goes to my family members especially my daughters
Rachel, Esther and my sons Wilson and Venance.

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ACRONYMS

CS-Coe efficient of stability

CVI-Content Validity Index

DED-District Executive Director

DRC- Democratic Republic of Congo

DV- Dependent Variable

ERG- Existence, Related Growth

EV- Extraneous Variable

IND V- Independent Variable

KDC- Kyela District Council

ABSTRACT

This study assessed the motivation on employee performance in the local government sector. The study based on four specified research objectives which were to identify the factors which were responsible for general loose of morale at work, to examine the effects of insufficient performance, to assess measures taken by the department in motivating employees towards effective performance and to determine the relationship between the motivation and employees' performance. From the research, the problem was identified of not providing rewards to employees as motivation to improve performance.

The case study research design was used, where by the purposive and random sampling was also used. The sample size was 45 out of 45 respondents thus a census study. Data were gathered through interview and questionnaires and were analyzed quantitatively and qualitatively.

The findings indicated that the majority 74% of the respondents agreed that there were no rewards which could motivate the employees to improve performance. However 66% of the employees agreed that there was no morale at work. Only 44% of the employees were motivated by the organization. The out comes of not motivating employees were revealed where by there was no exact relationship between motivation and performance.

The study concluded that there was no motivation which improved employees' performance. The researcher recommended that the Agriculture and Livestock sector should establish the factors that are improving employees' morale at work, there should be clear policies of performance for motivation, establish the motivation policies which will motivate employees and put clear the relationship between motivation and performance.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

1.1 Background of the study

Motivation is the wide concept and complex, since many scholars have explained in a variety of ways. The complexity has occurred due to its difficulty to implement. All over the world in the fact of motivating the employees in any organization or inducing persons' behavior towards performing a certain duty morally or with positive motive, do a number of practices while some are not relevant. For instance some people have provided things materials for the sake of giving them incentives to do some thing, contrary to that, such people who are motivated in fact wanted just appreciation and vise versa.

Under this study the researcher had tried to dig the facts that other researchers had approached in combination with the researchers duty, then had come up with the exactly what meant by motivation in any organization

Motivation concerns with getting the desired outcomes from employees to attain goals. The employees may be motivated to get better, if they received rewards for their performance. In providing motivation the managers, keep high performer challenged and productive, also make unproductive workers perform, challenge workers to use their capabilities more fully, moreover encourage employees to be creative; lastly ensure that employees focus on customer needs.

The idea of motivation had become dominant in the nineteenth century when industries emerged in Europe, where by industries were facing strikes from employees due to the requirements of good salaries and good working conditions. In order to reduce tensions employers decided to motivate workers through financial rewards and non financial rewards, (Daft, 2000).

the council. In agriculture and livestock sector the farmers need knowledge to produce well in their fields.

The research study focused on determining the nature of relationship existing between motivations of livestock workers and agriculture in Kyela district, thus focused on rewards, working conditions and promotion of employees within the sector.

1.3 Purpose of the study

The purpose of the study is to assess the impact of motivation on the employees' performance at Agriculture and Livestock sector in KDC.

1.4 Objectives

The study had been guided by the following objectives;

1. To identify the factors those are responsible for general morale of employees at work.
2. To examine the effects of performance as related to motivation at Kyela District council.
3. To assess measures taken by the department in motivating employees towards performance.
4. To determine the relationship between motivation and employees performance.

1.5 Research questions

1. What are the general factors responsible for general morale at work?
2. What are the effects of performance as related to motivation at work?
3. What are the measures taken by the department to motivate employees towards performance?

4. Is there any relationship between motivation and employees performance in the organization?

1.6 Scope

Under this section the researcher had been looking at the geographical location of the study, time frame between which the study was referred and the content scope.

1.6.1 Geographical scope

The study was carried out at Kyela District in Mbeya region which is located at the southern part of Tanzania. The United Republic of Tanzania, at the east borders the Indian ocean, at the west, the country is boarding the Democratic Republic of Congo (DRC), Rwanda and Burundi. At the North, Tanzania is boarding the Republic of Uganda. Further more it is boarding the Republic of Malawi, Zambia and Mozambique at the southern part.

This council is in the extreme south western Tanzania. The district borders the Republic of Malawi in the South, it covers about 1300 square kilometers. The KDC is chosen because the researcher is working in that district, thus was easy for him to access relevant data for research.

1.6.2 Subject scope

The researcher was interested in the basic issues and concept of assessing Motivation towards performance.

1.6.3 Time scope

The study was planned to be conducted in five months starting from November 2009. November and December 2009 were allocated and used for all activities up to the conclusion and approval of research proposal.

While January and February 2010 were allocated for activities of data collection, while the final paper or draft was done in March 2010.

1.7 Significance of the study

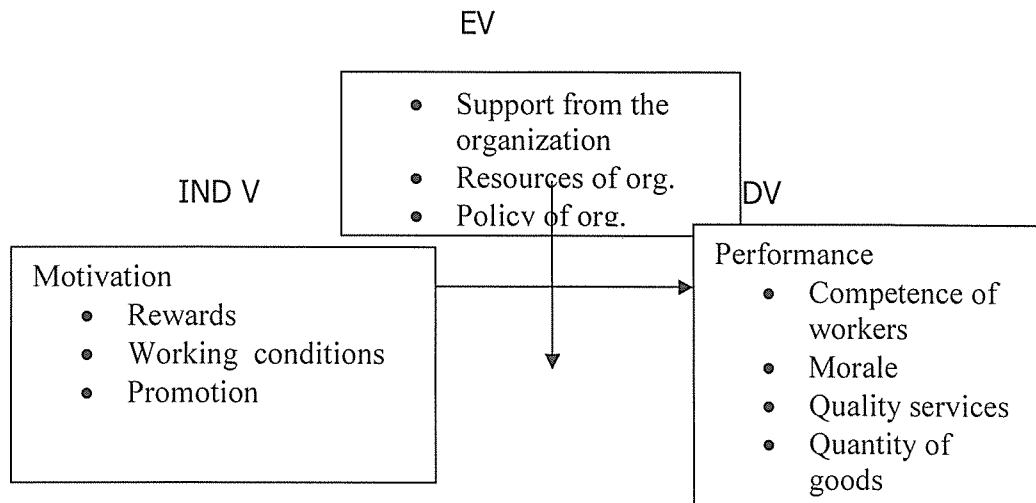
Few studies had been conducted in this area of motivation. In Agriculture and Livestock sector in Kyela District Council (KDC) the morale of work decreased while the employee turn over had been increasing, the situation which had made the sector to perform under its capacity. The study will help the management of KDC to understand the importance of motivating employees, so as to attain high productivity. Also will make the authorities to make the regulations on effective motivation in local government, and put in place those which are relevant and capture the requirement of specific geographical areas. As a result the employees will be benefited to improve their standard of living as well as the council will provide sound services to her external customers who are peasants and cattle keepers in the district, through good performance of motivated staff.

The findings will help the district local government authority to introduce the sound motivation policy, which as a result will improve employees' performance.

The study will help other district councils in Tanzania to address the motivation issues.

1.8 Conceptual frame work

Figure 1:1 A Diagrammatical Representation of a Conceptual Frame Work



Source; Research made 2010

The above diagrammatic representation of the conceptual frame work explains the relationship between independent variables which are; rewards, working conditions and promotions, and dependent variables which are; competence of workers, morale of workers, quality services and quantity of goods. Independent variables always bring changes to dependent variables. If the Organization provides the rewards, deal with working conditions of employees may stimulate morale of workers, competence of employees, quality services and quantity to get high productivity.

Reward, something given or received for worthy behavior, or compensation given as an inducement to cause a desired act or circumstance to occur (Gupta, 2000). According to Jones, Geoge and Hill (2000) pointed out that a reward usually offers a tangible, specific goal that a person can work toward. There are financial and non financial rewards. The financial rewards include pay which is the key to attracting

people to join an organization and a key weapon to retain employees in the organization. On the other hand non financial rewards are the achievement of a person, recognition, responsibility, influence and personal growth. The non financial rewards are important to employees because they are permanent motivation compared to financial rewards that last within a short period of time. (Armstrong, 2004)

Working conditions is when the organization has created good working environment so that workers can achieve their full production potential. For example; Suitable and well furnished offices, transport, housing and provision of working equipments in general. (Desler, 1994)

Promotion is all about the advancement in a more senior job or a higher rank grade or position encouragement of growth. Promotion can be done in a several ways like allocation to the higher profile, new job and training. (Bhatia, 1998)

Competence is the quality or condition of being legally qualified to perform an act. Workers who are well motivated can easily produce quality goods and services to the organization. (Aswathapa, 2001)

According to Daft, (1997) the morale is how someone feels emotionally, is the general level of confidence or optimism felt by a person. The motivated employee feel to work hard as a result perform to accomplish the organizational goals.

Quality services, is the expected performance which the employees deliver in general standard or grade or something at work (Ahuja,1997.

Quantity is numbers or mathematics used to designate entities what behave like quantities. (Ivancevich ,2001)

1.9 Review

An introduction section has included the background of the problem, the statement of the problem, the purpose of the study, the objectives,

research questions, the justification of the study and conceptual frame work. This chapter paves the way to chapter two where related literature has been discussed.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

2.1 Over view

Through this chapter, a researcher presents the review of related literature which is theoretical and empirical views. In the past review a researcher is going to relate what different authors say about the importance of motivation towards performance of the employees. Also a researcher is going to show how the theory can be applied to the case study. The review of related literature supports the essence of motivation towards performance to the employees of Agriculture and Livestock sector at KDC in Tanzania. Also the researcher will show the critical reviews on the topic and related such reviews of related literature with actual situation in Kyela District Council.

2.2 Types of motivation

There are mainly two types of motivation; Intrinsic and extrinsic motivation.

Intrinsic motivation

According to Armstrong, (2004) intrinsic motivation is the self generated factors which influence people to behave in a particular way or to move in a particular direction. These factors include responsibility, freedom to act, scope to use and develop skills and abilities interesting and challenging work and opportunities for advancement.

Extrinsic motivation

Extrinsic motivation mainly is what has been done to motivate them. This includes rewards such as increased pay, praise or promotion, and punishments, such as disciplinary action, withholding pay or criticism. (Armstrong, 2004)

The extrinsic motivators can have an immediate and powerful effect, but will not necessarily last for long. The intrinsic motivators, which are concerned with the quality life, are likely to have a deeper and long-term effect because they are inherent in individuals and not imposed from outside.

Financial and non financial rewards

Financial rewards, money is important to people it is instrumental in satisfying a number of their most pressing needs. Pay is the key attracting people to join an organization, although job interest, career opportunities and the reputation of the organization will also be factors. Also satisfaction with the pay among existing employees is mainly related to feelings about equity and fairness. Moreover pay can motivate, reinforce desirable behavior and can deliver messages on what the organization believes to be important (Armstrong, 2004).

Non financial rewards can be focused on the needs have, in varying degrees, for achievement, recognition, responsibility, influence and personal growth (Armstrong, 2004).

Achievement is the need for competitive success measured against personal standard of excellence. Achievement motivation can take place by providing people with the opportunity to perform and the scope in their jobs to use their skills and abilities. (Gupta, 1998)

Recognition is one of the most powerful motivators. People need to know not only how well they have achieved their objectives or carried out their work but also that their achievements are appreciated, (Armstrong, 2004)

Responsibility, people are being motivated through being given more responsibility for their own work. This essentially what empowerment is about and is in line with the concept of intrinsic motivation based on the content of the job. (Armstrong, 2004)

Influence, people can be motivated by the drive to exert influence or to exercise power.

Personal growth as stipulated in Maslow's need theory below, in the hierarchy of needs, self actualization is the highest of all and the ultimate motivator. Increasingly, however, individuals at all levels in organizations, whether or not they are eaten up by ambition, recognition, recognize the importance of continually upgrading their skills and of progressively developing careers. (Armstrong, 2004)

The extrinsic type of motivation mostly falls under financial and non financial rewards.

2.3 Theoretical Frame Work

2.3.1 Theories of motivation

Motivation theories deal with choices regarding to what people will do and will not do. The second concern is effort or intensity people put into activities they choose to perform. There fore there are two types' theories, the first one is of the content of individuals' needs and motives, the second is the process theories that deal with some psychological process that generate motivation within individuals. (Ivancevich, 2000)

Content Theories

These theories suggest that people have certain types of needs and that people are motivated by behavior that will lead to satisfaction of these needs. By implication, situation must be created at the place of work that will lead to satisfaction of these needs.

Maslow's Need Hierarchy Theory

According to this theory, all people possess a set of five needs and that these needs are arranged in hierarchy from the most fundamental to the most advanced needs for personal growth and development. People are motivated to engage in behavior that will result in satisfaction of the

lowest level of need currently not fulfilled. Once a need is satisfied the next one in the hierarchy becomes dominant. Five levels are; physiological needs, safety needs, belongingness or social needs, esteem needs and self actualization.

Physiological needs, these are the needs which comprise most survival needs like water, food, clothing, and shelter. Safety needs, are concerned with physical and psychological safety from external threats of own being. However belongingness or social needs has to do with the need for company and companionship with people and a need for a sense of personal belongingness. Esteem needs; cover a need for a sense of self esteem and a feeling of self worth. More over self actualization include the need for a personal growth, for development of the one's full potential. Self actualization needs are unique in that once activated; they can never be fully satisfied or fulfilled.

ERG Theory

This theory hypothesizes that individual motivation in organizations can be understood in terms of 'Existence-E, Related-R, and Growth-G'. The theory argues that it is possible for more than one set of needs to be activated at the same time.

According to Prasad, (2000), people move up and down the three step hierarchy of needs. Frustration or failure to meet the one need in the next higher level of needs may result into increase important of lower level needs (Gold 1999). For example one may ask for a higher pay after failing to get a greater job.

The implication of ERG theory, whereas ERG theory indicates flexibility in needs and the complexity of human needs, this creates a big challenge for management in that there are less clear-cut needs than those under the need hierarchy theory.

Process theories

These theories deal with some psychological processes that generate motivation within individuals. Below are the theories that mostly deal with individuals through motivating them psychologically.

McClelland's Theories

McClelland argues that many peoples' needs can be classified as falling under the need for power and the need for affiliation (Ivancevich, 2000). People with the need of achievement tend to set moderately difficult goals for themselves, they like to take risks, they like to personally account for their actions and they are usually pre-occupied with accomplishments and achievement challenging jobs.

Those with the need for affiliation, tend to place the greatest value on human companionship and opportunities for obtaining personal assurance. They tend to seek personal approval, to conform to the wishes and expectations of those they admire to take sincere interest in the feeling of others.

According to Prasad, (2000), People with the need for power have a desire to influence others and to exert a high degree of control over one's physical and social environment. They like to influence other people directly via personal appeals or arguments. They frequently seek positions of leadership in groups. They find it motivating to exert influence and control over others.

Equity theory

People get motivated when they feel they are being fairly and equitably treated in the organization. Feelings of unfair treatment by the organization have adverse effects on the person's motivation and performance on the job, (Maicibi, 2007)

The theory suggests that each of us have a 'comparison person', some one in comparable sort of organization situation. If the employees are being treated approximately the same with the comparison person then they feel motivated, for they have been treated equally.

2.3 Critical review

A study conducted by Samwel (2002). He discovered that lack of motivation in the government rural agricultural units, is a function of several variables, however only two were considered in the study. These are non-conducive working environment and mal-distribution of employees in the rural.

Non conducive working environment refers to poor working instruments needed at work, scarcity of power, protective gears and other important infrastructure.

Furthermore the study showed that the mal-distribution of man power will be resulted into big work load which most employees in rural agriculture to run out of the job, resign and some fail to report.

Morgan (2007) recommended that workers need to be provided with basic allowances like housing, traveling allowances, over time and over load allowances in order to improve their performance.

Mapunda (2009), said that salary should not only be paid and reasonable but it should be paid in time.

Kimbowa (2006) in his study he said that managers and stake holders should endeavor to encourage employees to develop a positive attitude towards their profession which will lead to good performance.

2.4 Summary and research gap

The organizations have to put the clear and sound motivation policy, since motivation is very important to every organization to perform in order to realize its goals.

Various authors' views show that most organizations do not put motivation into consideration which results a gap to the performance and organizational goal realization. Hence the researcher found that it is necessary to do a research to assess the motivation on employees' performance at Agriculture and Livestock sector in Kyela District Council.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals mainly with the research methodology and approach adopted in conducting the study. The chapter is divided into the following aspects: research design and study areas, target population and sampling procedures, methods of data collection and data analysis methods.

3.2. Research design

The study had involved the case study design, the detailed examination of setting, or a single subject, a single depository of documents or one particular event. The researcher used the case study design because it focuses on organization selected from the total population of other organizations in the same industry. The Agricultural and Livestock sector was chosen to represent other local government departments in the country. The researcher assessed motivation on employees' performance at Agricultural and livestock sector at Kyela district council.

3.3 Target population

Table 3.1The distribution of Agricultural and Livestock workers in the district

S/NO	WARD	NO.OF WORKERS		
		Male	Female	Total
1	Bujonde	1	1	1
2	Busale	2	1	3
3	Ikama	-	1	1

4	Ikolo	-	1	1
5	Ipande	1	-	1
6	Ipinda	2	1	3
7	Kajunjumele	-	1	1
8	Katumba Songwe	-	1	1
9	Kyela	2	1	3
10	Lusungu	1	-	1
11	Makwale	-	1	1
12	Matema	2	1	3
13	Mwaya	1	-	1
14	Ngana	3	-	3
15	Ngonga	3	-	3
16	Head office	13	4	17
	Total	31	14	45

A population is the entire group of people, events, or things of interest that the research wishes to investigate, Sekaran, (2003).

The total population of this study included all employees of Agricultural and Livestock sector as well as non agricultural and livestock sector. The target population of this study was forty five (45) employees.

In this study the units of analysis were the individuals in the department. Other units of inquiry were workers of non agricultural and livestock sector in the department.

3.4 Sampling design

3.4.1 Sampling procedures

According to Sekaran (2003), a sample is a subset of the population. It comprises of some members selected from it. Sampling is a process of selecting a sufficient number of elements from the population, so that a

study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties to the population elements. Frankfort and Nachmias (1996), give the aim of sampling that it avoids the impracticalities and impossibilities and extreme expenses in data collection.

This study involved two sampling methods; the random sampling and purposive sampling. Random sampling as a probability method was employed to get the sample of Agriculture and Livestock sector at KDC because the chance of selecting workers was equal. Forty (45) respondents were selected out of 45 because the target population was below 50 respondents by using random sampling. The researcher selected (10) respondents out of 45 as the key informants who were the District Executive Director and other agricultural and livestock sector officers at district level.

3.4.2 Sample size

The researcher selected 45 respondents to represent the entire population of Agriculture and Livestock sector at KDC. This was based on Krejcie and Moragan (1970; p. 608).

3.5 Research instruments

The researcher used a collection of tools or instruments for collecting data from different kinds of respondents. This made the findings to be more reliable and much useful. The researcher applied the tools such as questionnaire which comprised of both closed-ended and open-ended questions. Also the researcher used face to face form of interviews.

The researcher used questionnaires, interview and direct observation

3.5.1 Questionnaires

A structured questionnaire was administered to the members of the department (Appendix-A).The self- administered questionnaire elicited information on personal particulars of the members of the department, like age, sex, marital status, education level and occupation. It further sought information on; The degree of satisfaction among workers at agriculture and livestock sector, the needs of employees in terms of motivation and the measures to be taken to motivate the employees.

3.5.2 Interviews

Interviews were conducted to key informants using interview guides (Appendix- B).The key informants were the head of department and other selected employees. The inquiry was made to the District Executive Director (DED), and District Agriculture and Livestock Officers at the head office. Because these officers were at key positions and were more knowledgeable and experienced.

3.6 Testing of instruments

The instruments used to collect information for this research were collected from previous research works, articles on how to prepare a questionnaire where examples were included and newly prepared ones on the research questions. The final draft was then prepared for validity and reliability.

3.6.1 Validity of instruments

Validity is the ability to produce findings that are in agreement with theoretical or conceptual values Amin, (2005). According to Kothari & Palls, (1993).

Validity of an instrument is the extent to which the instrument measures what they are intended to measure, when a content validity is greater than 0.76 which is the acceptable value, and

then the instrument is valid. The researcher had used the following formula so as to know whether the questions were valid or not.

$$\text{CVI (Content Validity Index)} = \frac{\text{Total number of relevant questions}}{\text{Total number of questions}}$$

Table 3.2 Calculating content Validity Index (CVI)

Items tested questionnaire	No. of judges (constant)	valid	invalid	Inter-judge coefficient
1	5	5	0	1.0
2	5	5	0	1.0
3	5	5	0	1.0
4	5	5	0	1.0
5	5	5	0	1.0
6	5	5	0	1.0
7	5	5	0	1.0
8	5	5	0	1.0
9	5	4	1	0.8
10	5	5	0	1.0
11	5	5	0	1.0
12	5	5	0	1.0
13	5	5	0	1.0
14	5	5	0	1.0
15	5	5	0	1.0
Total				14.8

$$\text{CVI} = \frac{\text{No. of items declared valid (inter-judge coefficient)}}{\text{Total number of items}}$$

$$= \frac{14.8}{19}$$

19

The result is 0.78% this indicates that the validity levels were higher.

3.6.2 Reliability of instruments

To ensure reliability of the instruments, the researcher had used test re-test reliability method which refers to the degree to which scores on the same test by the same individuals are consistent over a period of time. Test re-test reliability provides evidence that scores obtained on a test at one time are the same or close to the same when the test re-test administered some other time, Amin, (2005).

The researcher prepared a table that showed the coefficient reliability of the study being retested twenty five respondents to seven questions selected from the questionnaire. The seven questions selected, researcher regarded them are very important items that could measure the assessment of motivation on employees' performance at Agricultural and Livestock sector at Kyela District council.

T

able 3.3. Calculating the significance of the research reliability

Items re-tested (part 2)	No. of respondents participated in both tests	consistent	inconsistent	Co-efficient stability/ reliability
1	25	25	0	1
2	25	24	1	0.96
3	25	23	2	0.92
4	25	25	0	1

5	25	21	4	0.84
6	25	24	1	0.96
7	25	22	3	0.88
Total				6.56

CS=Total co-efficient of consistence answers

Total items retested

$$= \frac{6.56}{7}$$

7

$$=0.93$$

This study has high co-efficient stability because it is 0.93%, this reflects that the researcher used the reliable instruments.

3.7 Data processing and analysis

This is the process of bringing order, structure and meaning to the information paper, the researcher preferred to use qualitative and quantitative techniques with collected from the study area (Mugenda and Mugenda1999). In this research actually involved thematic analysis of data, as the method of data analysis and help to provide well elaborated answers to research questions. After the collection of data, were summarized into major events and results. Important points and answers were grouped into similar pages where the interpretations and analysis of data were shown in tables and figures through percentages, ratios grouped data and sequences. Issues of motivation and performance were tested in every section so as to find out whether they were affecting each other or not through the right answers given by the respondents. The study will address the relationship between motivation and the performance of organization.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 Overview

The purpose of this study was to study the effectiveness of motivation to the employees' performance of Agriculture and Livestock sector at Kyela District Council. Therefore this chapter is about data presentation, analysis and interpretation of data findings generated from a questionnaire and interview guide questions. The closed questions and interview guide both were designed to be used for both head of department, and employees. This chapter presents the research findings and data analysis based on the methodology selected in chapter three of this research.

4.2 Quantitative analysis

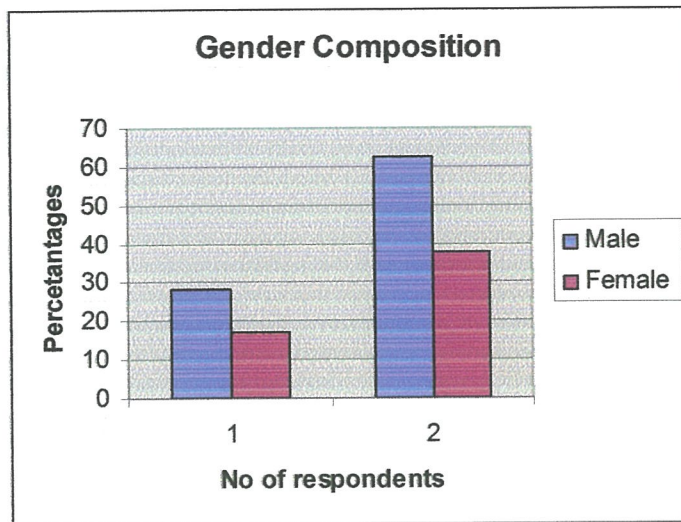
Table 4.1 Showing the gender Composition

Sex	No. of respondents	percentage
Male	28	62.2
Female	17	37.8
Total	45	100

Source; field data

The table 4.1 shows that the majority of respondents were males (62 %) and females constituted 38%, thus there were more males than females who were involved in the study. This reflects that most of the workers in the agriculture and livestock sector are males. These findings do not necessarily suggest that males are the most satisfied. The data in table 4.1 Are shown in the figure bellow;

Figure 4.0 Showing the gender composition



Source; field data

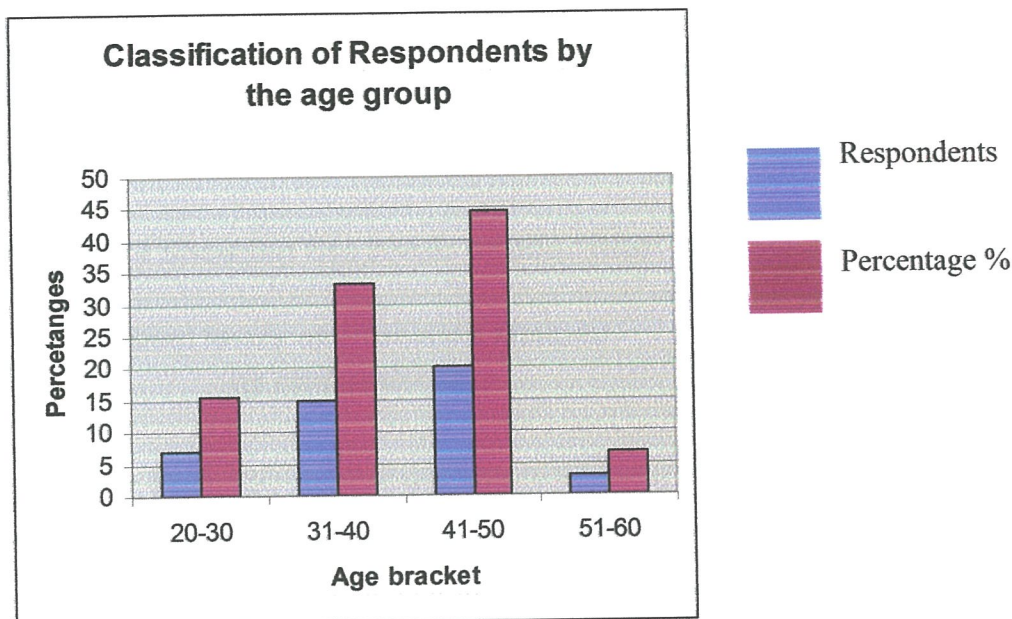
Table 4.2; showing the classification of respondents by age group

Age bracket	No of respondents	Percentage (%)
20-30	7	15.6
31-40	15	33.3
41-50	20	44.4
51-60	3	6.7
Total	45	100

Source; field data

The findings indicated that majority of respondents were in the age bracket of 41-50 (44%), followed by the age bracket of 31-40 which is 33%, followed by the age bracket 20 to 30 (16%), followed by the age bracket 50 to 60 years old which is 7%. This finding indicates that all respondents according to the sample size were involved in the study regardless of their age groups. The classification of respondents by age is shown in figure 4.1 below;

Figure 4.1 showing the classification of respondents by age group



Source; field data

Table 4.3 Showing the highest level of education attained by Respondents

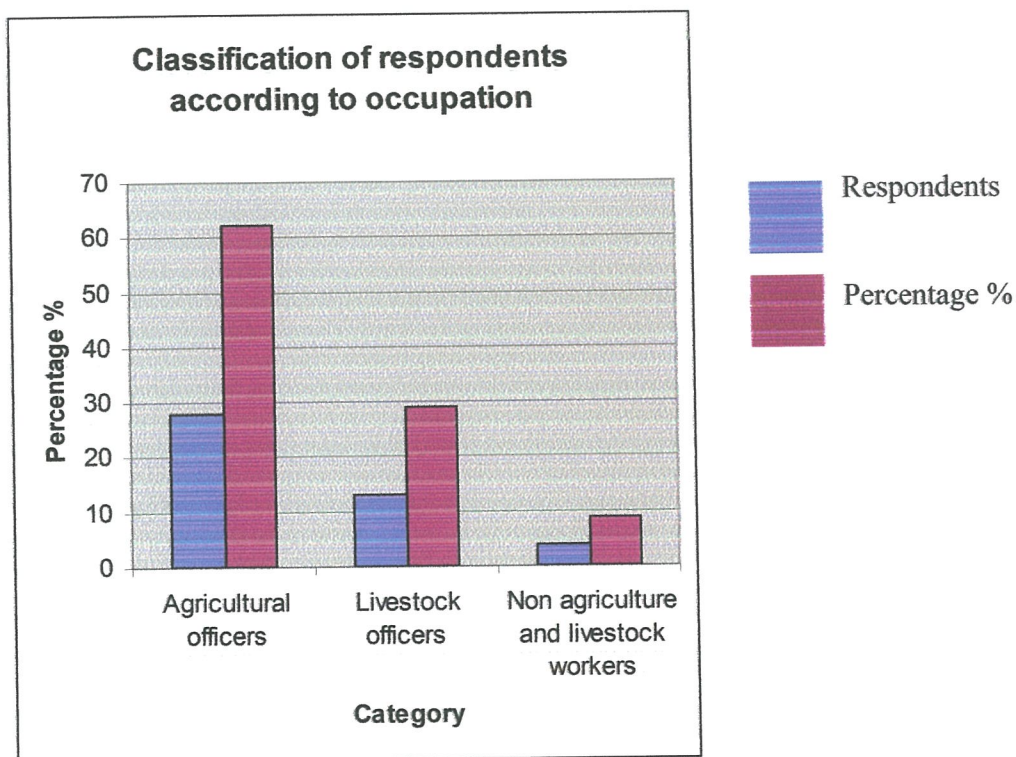
Level	No of respondents	Percentage (%)
Primary level	3	6.7
Secondary level	8	17.8
Diploma level	16	35.5
Degree level	13	28.9
Master level	5	11.1
Total	45	100

Source: Field data

The table 4.3 indicated that the majority of respondents have different levels of education where by respondents were able to answer all questions and give the required information about the importance of

The findings indicated that majority have special areas of expertise, all of them need motivation so as to attain their duties effectively. In table 4.4 the study shows the majority 62% of the employees are agricultural officers. Followed by livestock officers who comprise 29% of the respondents, lastly, the none agricultural and livestock sector were few about 9%. The occupation classification has been shown in the figure 4.3 below;

Figure 4.3 Showing the classification of respondents according to Occupation



Source; field data

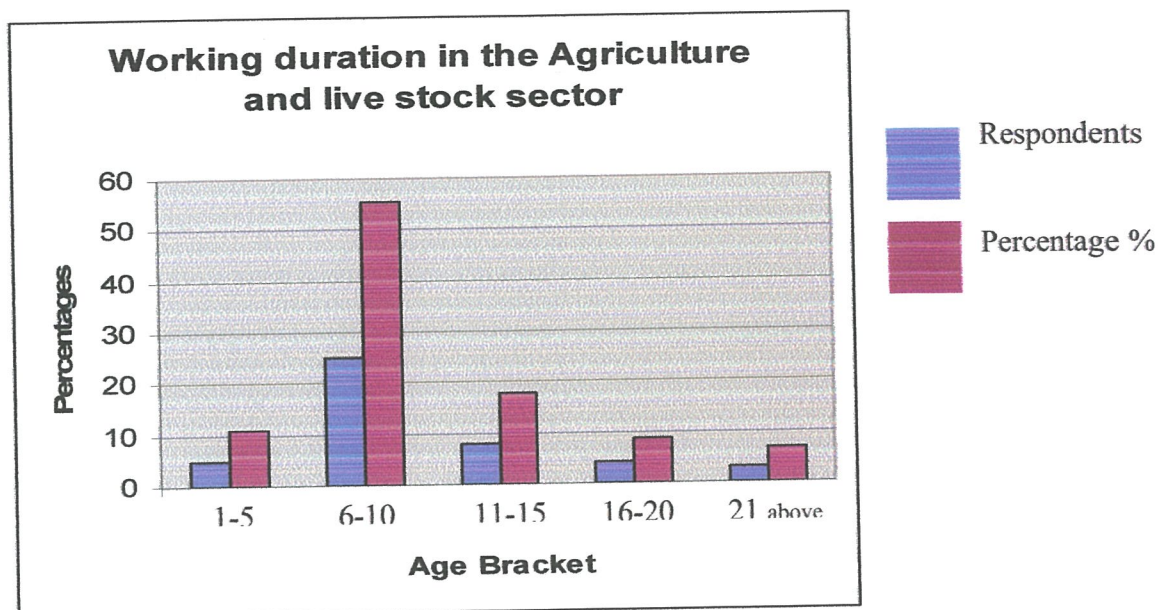
Table 4.5 Showing the working duration in the Agricultural and Livestock sector

Year bracket	No of respondents	Percentage (%)
1-5	5	11.1
6-10	25	55.5
11-15	8	17.8
16-20	4	8.9
21+	3	6.7
Total	45	100

Source; field data

The findings indicated that most of the respondents worked at Agricultural and Livestock sector for six (6) to ten (10) years, scored the highest percentage of 55%. On the other hand 11-15 showed 18% have been working for 11 to 15 years, followed by the year bracket 1 to 5 years 11%, then the year bracket 16 to 20 years had 9%, while year bracket above 21 years are the least ones which has got 7%. These findings indicate that all employees have got working experience about 89%. While only 11% were new employees who were less experienced. The working duration has been shown in the figure 4.4 below;

Figure 4.4 showing the working duration in Agriculture and Livestock sector



Source; field data

Table 4.6 .Showing whether workers receive adequate pay.

Type of response	No. of respondents	Percentage (%)
Yes	5	14.3
No	30	85.7
Total	35	100

Source; field data

Table 4.6 shows the number of workers who receive adequate pay and those who don't receive adequate pay; the majority of them answered 'No' for that case most of them don't receive adequate pay 86%. While only 14% said they receive adequate and equitable pay. The findings indicate that the majority of Agricultural and Livestock sector lack equitable pay and morale of working regardless of their experience. As noted in the conceptual frame work, working condition may result into employees' competence, morale towards work and produce the quality

and quantified goods and services. Further more in the Maslow's theory of motivation shows that the workers are still in hard conditions since they lack basic needs.

Table 4.7 Showing whether they get reasonable promotion.

Type of response	No. of respondents	Percentage (%)
Yes	9	25.7
No	26	74.3
Total	35	100

Source; field data

Table 4.7 shows the number of workers receive additional pay and those who don't receive, the majority have answered 'No' 74% while only 26% have answered 'Yes'. The findings indicate that the majority of this sector lack promotion. The conceptual frame work shows that there is a clear line with rewards and competence of employees, if there is no rewards no or less competence of workers to do a job. The Equity theory is about equality of pay of workers doing one job. From this table employees were promoted differently. Also the Maclelland's theory shows that most people are after power failure to promote workers may cause negative motive to the workers.

Table 4.8 showing the kind of additional pay workers receive

Type of response	No of respondents	Percentage (%)
Bonus	-	0
Over time	6	17.1
Extra working load	3	8.6
None	26	74.3
Total	35	100

Source; field data

The findings indicate that majority about 74% do not receive any additional pay, while quite a few receive over time 17% and only 9% get extra working load, there was no bonus at all. This table is all about the improvement of good working conditions of workers. In the conceptual frame work shows that the working conditions result into morale of workers to perform the intended work. The findings indicate that the majority do not receive the bonus, overtime and extra working load allowances. According to the ERG theory the failure to pay workers several allowances may lead to other different demands like need for promotion.

Does the department take time off with pay through holiday, maternity leave/paternity leave, personal days and sick leave?

Table 4.9 Showing the time off with pay through holiday, maternity/paternity leave, personal days and sick leave.

Type of response	No of respondents	Percentage (%)
Yes	5	14.2
No	24	68.5
I don't know	6	17.3
Total	35	100

Source; field data

The findings show that most respondents have said 'No' about 69% where by the department does not provide pay to the workers during their holidays, maternity/paternity leave and sick leave. While only 14% of respondents answered 'Yes', followed by 17% of respondents who didn't know whether the department offer those pay during leave. The provision of rewards and the improvement of working conditions lead to competence, morale and bring about the quality goods. Most of the

respondents seem to lack basic needs the theories of Maslow and ERG have to be put in place to deal with needs of employees.

Are you entitled to pension, medical insurance and income protector?

Table 4.10 Showing the entitlement to pension, medical insurance and income protection.

Type of response	No. of respondents	Percentage (%)
Yes	10	28.6
No	19	54.3
I don't know	6	17.1
Total	35	100

Source; field data

Table 4.10 measures how the employees are protected in terms of improved conditions at work like; pension, medical and income protection. 54% do not agree to be benefited by those protections, 29% of the respondents have agreed to get the benefits. About 17% of the respondents do not know whether the department offers those benefits. The findings of this table show that the conditions of workers are not improved the workers are likely to be not competent. The Equity theory equates workers in terms of pay or motivations, but here the findings show that 29% were paid, while 54 % were not paid, automatically employees can not perform well.

Are the policies of motivation clear and understandable?

Table 4.11 Showing whether the policies of motivation are clear and understandable.

Type of response	No. of respondents	Percentage (%)
Yes	6	17.1
No	21	60
I don't know	8	22.9
Total	35	100

Source; field data

Table 4.11 measures whether the policies of motivation are clear and understandable to the workers. At the agricultural and livestock sector 60% have answered 'No', followed by 23% who said 'I don't know' only 17% agreed that the motivation policies are clear and understandable. The findings indicate that there aren't clear and understandable motivation policies. The motivated employees are competent and perform well. All theories, the Maslow, ERG, McClelland and Equity theory are after motivating employees in needs or process, in this table the findings indicate that the theories are violated.

Has the administration established the environment conducive to a high level of employee motivation?

Table 4.12 Showing whether the administration has established the environment to improved motivation.

Type of response	No of respondents	Percentage (%)
Yes	2	5.7
No	26	74.3
I don't know	7	20
Total	30	100

Source; field data

In Table 4.12 the findings indicate that the majority who were 74% answered 'No' they were asked whether the administration of Agriculture and livestock sector had established conducive environment to high level of motivation. 20% answered 'I don't know' as well as 6% answered 'Yes'. The findings show that the management hadn't established policies of motivation. The working conditions which were not improved led to poor production of quality goods. The ERG theory states that the failure of one need may lead to another need or the needs may not follow the hierarchy, there is a flexibility of needs. Hence the non motivated employees may raise another need which might be costly to the department.

Table 4.13 Showing whether the employees meet the maximum customers in a month.

Type of response	No of respondents	Percentage (%)
Yes	10	28.5
No	23	66
I don't Know	2	5.5
Total	35	100

Source; field data

In the table 4.13 the findings show most of the respondents (66%) when they were asked whether they meet the maximum customers they said 'No', followed by 29% who said 'Yes' and 5% of the respondents who said 'I don't know'.

.The conceptual frame work shows that the employees who have received rewards will produce improved goods and services.. These shows that many employees were serving very few customers at the maximum, where by the customers also were not being satisfied by the services rendered to them.

Tables 4.14 showing the number of customers served in the month

Respondents	Required no. of customers	The average no. of customers actually served	Percentage
Agricultural officers	3600	1650	46
Livestock officers	1300	350	30
Non agriculture and livestock workers	4000	1500	38

In table no. 4.14 shows that in a month the agricultural officers serve only 1650 peasants out of 3600 which is 46% only, at the same time the livestock officers serve only 350 peasants/ cattle keepers out of 1300 which 30% as well as the non agricultural and livestock workers serve only 1500 customers out of 4000, 38% only.

Table 4.15 showing tons of rice and liters of milk yielded per year

Respondents	Required yield in rice/milk kg/lts per acre/cow	Actual average yield	%
Agricultural officers	2400 kg	600 kgs	25
Livestock officers	3650 lts	1200 lts	33

In table 4.16 respondents when were asked how many kilograms of rice each peasant is getting, every one responded according to how yield is in

his/her area yield as per required agricultural statistics in the district. It shows that every peasant is earning only 600kg in average out of 2400kg required. On the other hand the livestock officers responded that every cattle keeper was getting 1200 liters of milk out of 3650 liters per one cow, equals to 33%

4. 3. Qualitative Analysis

4.3.1. The reasons as to why the department does not provide allowances to the workers

Most of the respondents in the study have shown that there aren't reliable allowances to the workers of the Agriculture and Livestock sector. Moreover the findings indicate that the reasons that led to fail to provide allowances to workers; the poor motivation policies of the department, budget constraints which result into low and inadequate pay. A few respondents agreed that the allowances are being provided.

4.3.2. Why the additional payments should base on performance?

The findings indicate that most respondents agreed that the additional pay should base on performance. A few said additional payments should come first before performance so as to induce employees' hard-work and perform well their duties.

The study indicates that poor additional payments weakened the performance of workers.

4.3.3. The kinds of rewards that motivate employees

The study showed that most respondents mentioned the monetary rewards were the most preferred, while a few respondents preferred the non monetary rewards.

The findings indicate that the reward depend on a situation according to the need of individual worker or a group of workers.

4.3.4. How the department can improve performance through motivation?

The respondents mentioned many ways which the department can use to improve performance through motivation, but most dominant mentioned; are social relation, monetary rewards, provision of improved working environment and work protection services like medical, pension and job protection.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter examines findings as presented in chapter four in comparison to the existing literature discussed in chapter two by discovering their implications in answering research questions

5.2 Findings

5.2.1 Characteristics of respondents

Characteristics of members of the Agricultural and Livestock sector were presented basing on sex, age, marital status, education level and occupation.

The total number of respondents consulted in this study was 45 of which 28 (62%) were males and 17 (38%) were females. On the age distribution, most respondents (44%) were between 41-50 years old followed by 31-40 (33%), 20-30 constituted (16%) and 51- 60 years and above (7%). On the education level most respondents (35%) were diploma level followed by degree (29%), secondary were (18%) and 7% were primary level. As far as occupation concerned, 28 were agriculture officers (62%), followed by livestock officers were 13 (29%) and non agricultural and livestock employees were 4 (9%). On the other hand the working duration shows that 6-10 years were 25 (55%), followed by 11-15 years were 8 (18%), 1-5 years were 5 (11%), while 16-20 years were 4 (9%) and above 20 years at work were 3 (7%). Tables 4.1 up to table 4.5 indicate the detailed characteristics of respondents.

5.2.2 General factors responsible for general morale at work.

In chapter two there is a clear literature which states the importance of motivation on employees' performance. For instance, according to Ivancevich, (2001) defines motivation as the attitude that predisposes a

person to act in a specific goal directed way. Further more Robinson & Coulter, (1999) define motivation as the willingness to exert high levels of effort to reach organizational goals as conditions by that effort's ability to satisfy some individual needs. In line to that argument which supports the importance of motivation to employees at work, in chapter four the data analysis and its interpretations revealed that motivation to employees in order to perform their duties effectively. For example 86% of the respondents in table 4.6 do not receive adequate pay, also majority of the respondents who were interviewed do not get adequate pay that can satisfy their lives. Moreover the majority of respondents about 67% in table 4.7 said they don't get incentives from the department. The same applies to the respondents who were interviewed don't get promotion at work. From the conceptual frame work point of view the employee who hasn't been rewarded due to different reasons can not have morale to perform accordingly.

Also the theory of Maslow which ranks the needs from the most fundamental to the most advanced, the findings still indicate that the workers haven't been given the basic needs. Hence it may be difficult to perform.

5.2.3. Effects of performance at work as related to motivation.

The employees may be motivated to get better, if they received rewards for their performance. In providing motivation the managers, keep high performer challenged and productive, also make unproductive workers perform, challenge workers to use their capabilities more fully, moreover encourage employees to be creative; lastly ensure that employees focus on customer needs (Daft, 1997). For that case the non motivated employee does not perform well. For example 80% of respondents in table 4.9, have said they don't get leave allowance due to low production. In table 4.13, 60% of the respondents answered 'No' when they were

asked whether they perform at the maximum or not. Followed by 33% who answered 'Yes' and 7% said 'Don't know'. Therefore the majority of respondents interviewed showed that low level of production or performance has been the effect of low motivation. In table 4.7 the majorities were not promoted and the promoted employee may be competent and utilize the skills fully. The McClelland's theory reveals that there are employees if they have been given power (promotion) they get motivated and perform effectively towards the departmental goals. However in table 4.13 the performance of employees is low where by they could meet only 29% of their customers (peasants), the reason behind there is no motivation.

5.2.4 The measures to be taken by the department to motivate the employees

Already the department is on the move to take action on motivating employees due to poor performance. For example in table no 4.10, 29% of the respondents agreed that they receive the medical benefits, pension and job protection. Also respondents who had been interviewed said incentives have an opportunity to improve performance in the department. Also in table number 4.11, 20% of the respondents have said that the department has put clear the policies of motivation. In the conceptual frame work the independent variables; rewards, good working conditions and promotion will lead to competence, morale, and production of quality and quantified services.

The Equity theory reveals that, the employees may be satisfied if they are treated equally. Hence due to the fact that the measures haven't been taken properly the performance of employees will be low.

5.2.5 The relationship between motivation and employees' performance

Motivation is physiological forces that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of persistence (Jones, George & Hill, 2000).

Motivation generally refers to the drive and effort to satisfy a want or goal, applies to the entire class of drives, desires, needs, wishes and similar forces. To motivate is to do things that satisfy these drives and desires.

Performance refers to the ability of the organization to attain its goals by using resources in an efficient manner, (Daft, 2000). Performance also is an individual's ability, knowledge and motivation. Szilagy, (1984) explains performance as a term, as somewhat global concept that represents the results of organizational activities. Effectiveness and efficiency will be viewed as subcomponent of performance. For example 83% in table 4.6 said they don't get adequate pay, also 67% of respondents in table no. 4.7 said they don't get additional monetary compensation, moreover 77% in the table 4.8 said 'No' when were asked if they get all types of incentives. 80% of the respondents in Table no 4.9 said 'No' when they were asked if they get different leave allowances, 47% of the respondents said 'No' when they were asked if they get pension and other fringe benefits like medical allowances. Lastly in table 4.13 60% said 'No' when they were asked whether they perform at the maximum. Also respondents revealed that the effects of insufficient performance are the production of non qualified services, loose of morale of workers and at last will lead to the collapse of the organization.

In relation to the findings in table 4.5 where the working duration is 12% in the age group 1 to 5(50%)at the age group of 6 to 10 age group, (20%)at the age group 11 to 15 and lastly (10%) age group 16 to 20. Moreover in table 4.14 the performance is low where by only 46% of

customers were served by the Agricultural officers, 30% by Livestock officers and 38 by non Agricultural and Livestock officers. The study shows that very few employees join the department due to low motivation. The employee turn over is high due to the fact that very few employee exist at the age of 16 to 20 and above. Also in table 4.13 the majority 60% they don't perform well, this shows that there is a clear relationship between motivation and performance. More over in table 4.15 the production of rice per a person in a year could yield only by 25% and 33% of liters of milk per one cow in a year.

In the conceptual frame work also indicates that if the employees are motivated may be competent as a result perform and meet the organizational goals. Further more all theories; the Maslow, ERG, Mclelland and Equity, advocate the same that; if the employees have been motivated will perform accordingly.

5.3 Conclusion

From the summary of discussion in a line of the observations of previous studies and researches, the researcher concludes that all four research questions were proved and concluded that there are factors that lead to loose of morale at work, there are effects of insufficient performance at work, few measures were taken by the department to motivate employees towards effective performance and little understand of the relationship between motivation and employees' performance in the organization have been identified. The department failed to provide adequate pay, table no.4.6 also failed to provide the additional compensation table. 4.7, furthermore the department failed to introduce several incentives, table.4.8. In tables 4.9.and 4.10 the department hadn't have leave allowances and pensions, lastly in table 4.13 showed the employees failed to perform due to a variety of motivation factors. The researcher has

identified the essence of motivation to employees' performance, without motivation it is hard for the department to achieve its goals.

5.4. Recommendations

The researcher recommends that the Agricultural and Livestock sector should reward workers so as to motivate them for meeting the departmental performance and goals. Also the researcher recommends that the department should put clear motivation policies for sustainability of employees and performance in the department. Moreover the Agricultural and Livestock sector should improve performance so as to be in a position to motivate its employees. The researcher insists that the department should keep on providing incentives to workers and raise the rate of performance to the employees.

5.5 Areas for further research

The research paper didn't exhaust to each part about this area of study. So other researchers still have a chance to conduct further research to the following areas;

1. The role of motivation on organizational productivity.
2. The need for financial rewards towards the production of quality services.

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APPENDIX A

QUESTIONNAIRE FOR EMPLOYEES

I am a student of Kampala International University (KIU) in the names of Lazaro W . Mwankenja, studying the degree of masters in Human Resource Management. The purpose of this research is purely academic, a partial fulfillment for the award of master degree. Feel free to supply the relevant information since it will be considered confidential. Your cooperation is highly appreciated.

Part 1.

Profile for respondents;

Instructions. Tick the most appropriate in the bracket.

1. Sex; Male (☐), Female (☐)
- a. Age (in Years); 20-30(☐), 31-40 (☐),41-50(☐), 51-60 (☐)
- b. Marital status; single (☐), married (☐), widowed (☐), divorce (☐)
- c. Level of education; Primary (☐), secondary (☐),diploma (☐), degree (☐), masters(☐), PhD (☐)
- d. In which working section you are; Agriculture (☐), livestock (☐), Others (☐).
- e. Duration of service; under 1 (☐), 1-5 (☐), 6-10 (☐), 11-15 (☐), 16-20(☐), 21+ (☐)

Part 2.

Instructions. Tick the most appropriate in the bracket.

1. Do you receive equitable and adequate pay?

Yes ()

No ()

I don't know ()

3. Do you receive additional monetary compensation?

Yes ()

No ()

I don't know ()

4. Do workers receive bonus, over time and extra working load?

Yes ()

No ()

I don't know ()

5. Does your department take with pay through holiday, maternity leave/parternity leave, personal and sick leave?

Yes ()

No ()

4. Are you entitled to pension, medical, insurance and income protector?

Yes ()

No ()

I don't know ()

5. The policies of motivation are clear and understandable?

Yes ()

No ()

I don't know ()

6. The administration has established the environment conducive to a high level of employee motivation.

Yes ()

No ()

I don't know ()

7. Do you meet your customers in your area at the maximum?

Yes ()

No ()

I don't know ()

8. How many customers/ peasants do you meet in a month?

9. How many tons of rice every farmer yield per year?

Thank you for devoting your valuable time on answering my questionnaire.

APPENDIX C



KAMPALA
INTERNATIONAL UNIVERSITY

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

OFFICE OF THE DEPUTY DIRECTOR
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH

June 10, 2010

The District Executive Director
Agriculture and Livestock Sector Department
P.O Box 320
KYELA-MBEYA
TANZANIA

Dear Sir/Madam,

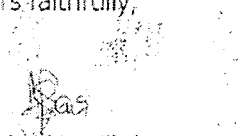
RE: INTRODUCTION FOR LAZARO W. MWANKENJA

This is to inform you that the above named is our registered student (MHR/10030/81/DU) in the School of Post Graduate Studies pursuing a Master of Arts in Human Resource Management (MAHRM).

He is interested in carrying out research in your organization on: **"The Assessment of Motivation on Employees Performance at Agriculture and Livestock Sector in Kyela District Council"**.

Any assistance rendered to him regarding research, will be highly appreciated.

Yours faithfully,


Tunde Yara PhD

DEPUTY DIRECTOR-SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH

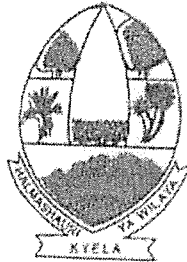
APPENDIX D

KYELA DISTRICT COUNCIL

Tel: 025-2540035/7

Fax: 025-2540425

KDC/RS/2010/29



District Executive Director

P. O. Box 320,

Kyela.

16/06/2010

THE DEPUTY DIRECTOR
SCHOOL OF POST GRADUATE STUDIES AD RESEARCH
P O BOX 20000
KAMPALA – UGANDA

Dear Sir/ Madam

RE; THE ADMISSION OF LAZARO. W. MWANKENJA FOR RESEARCH.

Please refer to your letter dated 10th June 2010.

I would like to inform you that, the above named student had been admitted in our organization for research as you requested on the topic; "The Assessment of Motivation on Employees' performance at Agriculture and Livestock sector in Kyela District Council"

The assistance was rendered to him as you requested.

Yours sincerely

Kasongo, Clement
For. District Executive Director
Kyela

**DISTRICT EXECUTIVE DIRECTOR
KYELA**

cc. The District Agriculture and Livestock Development Officer

APPENDIX-E



APPENDIX F CURRICULUM VITAE

PERSONAL PROFILE

SIR NAME: MWANKENJA

OTHER NAMES: LAZARO WILSON

MARITAL STATUS: MARRIED

AGE: 43 YEARS

SEX: MALE

CONTACTS: +255758799
EMAIL- lazaromwankenja@yahoo.com

P.O.BOX: 754 MBEYA TANZANIA

NATIONALITY: TANZANIAN

EDUCATION ATTAINMENT

SCHOOL/COLLEGE	PERIOD	YEAR	AWARD	PLACE
KAMPALA INTERNATIONAL UNIVERSITY	2 YEARS	2008-2009	MASTERS DEGREE HUMAN RESOURCE MANAGEMENT	KAMPALA, UGANDA
MZUMBE UNIVERSITY	3 YEARS	1999-2002	BACHELOR OF PUBLIC ADMINISTRATION	MOROGORO TANZANIA
MINAKI SECONDARY SCHOOL	2 YEARS	1996-1998	ADVANCED CERTIFICATE OF SECONDARY EDUCATION	DAR-ESSALAAM-TANZANIA
KIPOKE SECONDARY SCHOOL	4 YEARS	1984-1987	CERTIFICATE OF SECONDARY EDUCATION	MBEYA TANZANIA

WORKING EXPERIENCE

SCHOOL/COLLEGE	PERIOD	YEAR	AWARD	PLACE
INSTITUTION	PERIOD	YEAR	PLACE	TITTLE
REGIONAL ADMINISTRATIVE SECRETARY	2003- 2010	8 YEARS	MBEYA TANZANIA	ADMINISTRATIVE OFFICER
MKURANGA DISTRICT COUNCIL	1991- 2003	13 YEARS	COASTAL REGIONAL TANZANIA	TEACHER

NAME AND SIGNATURE LAZARO Mwanikema DATE 4/10/2010

