



## **Influence of Motivation Factors on Service Delivery at Chamwino District Council Headquarters Office, Tanzania**

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**Abstract:** The purpose of this study was to examine the influence of Motivation Factors on Service Delivery at Chamwino District Council Headquarters office. An explanatory study design was employed to collect data from the sample of 10 out of the population of 16 personnel. The sample was comprised of heads of departments and other leaders. To ensure validity and reliability, the instruments were pretested to four individuals and the responses from pretesting were used to adjust the final version of the tools. Analysis of data was done through the thematic analysis approach. It is concluded that salaries play the major role in motivating employees to work harder and delivery quality services. Secondly, allowances are a good motivational factor because they make employees feel they are being valued by respective organizations, hence they work hard in delivering quality service. Working conditions play a substantial role in service delivery because employees need to work in comfortable, healthy and safe environments. Finally, career development is very crucial as it helps to update employees' skills, capabilities and competencies, supporting employees to deliver quality services that meet the needs of the clients. The study recommends that the PO-RALG should review the salary and incentive policy and increase salaries for employees as a way of motivating them to work harder. Secondly, leaders and managers in LGAs should ensure provision of sufficient allowances to employees so as to improve service delivery. Furthermore, the PO-RALG should improve the work environment in LGAs so as employees can work comfortably and deliver better services.

**Keywords:** Motivation; salary; working environment; incentives; Local Government Authorities.

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### **Introduction**

Organizational environment may positively or negatively affect the effectiveness of services delivery. Hence, managers in contemporary organizations have to invest on human resources welfare through employee motivation so as to boost employee work morale and in that way improve

services delivery. Employee motivation means the enthusiasm a worker brings to the organization on a daily basis, and it is regarded as an energy that drives workers in the direction of achieving specific goals and objectives of the organization, including enhanced quality service delivery (Shahzadi, Javed, Pirzada, Nasreen & Khanam, 2014).

Balew (2021) defines service delivery as products and services provided to customers in a professional and timely basis. Those who deliver services should be equipped with expertise knowledge, skills and professional capabilities in order to perform well. Delivering services of high quality is an important pursuit for service providers that seeks to create and provide value to customers (Grönroos & Ravald 2011). Through the provision of high levels of service quality, companies can achieve increased customer satisfaction, loyalty and therefore long-term profitability can be realized (Othman, Zahari & Radzi 2013). In order to provide high levels of service quality and therefore create value for customers, service organizations need to plan well the delivery of their services.

Amaanda (2011) argues that employee motivation might influence service delivery quality because staffs in an organization have a habit to express a positive or negative image to clients. Moreover, Employees in the organization can depict positive or negative perceptions toward the organization (Hadi, Wahyudin, Ardiwinata & Abdu, 2015).

Studies have reported a wide variety of employee motivation factors that play a substantial role towards service delivery. Soegoto (2017) argued that motivation factors such as salary, allowances, career development and working environment play influenced the quality service delivery in a decentralized Indonesia. Similarly, Kaj (2019) asserts that consistent payment of salaries, favorable workplace and communication flow between administration and resource persons are major motivational factors for improved service delivery.

In Tanzania, employee motivation in public organizations is not a new phenomenon as the government has been granting motivation to employees for the sake of improving their service delivery. The Public Service Management and Employment Policy Section 5.23 (URT, 1999) and the Public Service Act No 8 of 2002 (URT, 2002) spell out the right of employee motivation through salaries and remunerations. Despite the potential contribution of employee motivation in service delivery in Tanzania, very little attention has been paid by researchers to studying the influence of employee motivation factors on service delivery in LGAs. Moreover, recent reports have revealed the poor services delivery, particularly social and health services at Chamwino District council (Msittu 2017; Ngowi, Kamazima & Gibore, 2022; Bintabara,

Mohamed, Mghamba, Wasswa & Mpembeni, 2015). Hence, this study sought to uncover this knowledge gap whether motivation factors can influence service delivery quality in the Chamwino District Council of Tanzania.

## Literature Review

Soegoto (2017) explored on the Influence of Motivation on Quality Service Delivery in Decentralized Indonesia. Findings from this study reported that, motivation is of positive significance and influences the quality service delivery in the decentralized Indonesia. The authors argued that while there are several types of motivation, it is important for employers to motivate employees with appropriate motivation factors if organizations are to attain a better service delivery. In regard to factors affecting the quality of service delivery, motivation was found to be the most outstanding of all factors.

Amaanda (2011) investigated on the Impact of Employees' Motivation and Empowerment on Delivering Service Quality to Enhance Customer Satisfaction in Namibia. Findings from this study reported that, employee motivational packages play a positive role towards improved service delivery. Sibonde and Dassah (2021) investigated on the relationship between employee motivation and service delivery with a case study of a selected municipalities in the Western Cape province, South Africa. In this study, a Spearman's rho correlations were performed between employee motivation and the five service quality constructs, namely, dependability, trust, recovery factor, personal attention and empathy. It was also found that motivation had a significant positive influence on all the constructs. Furthermore, employee motivation had a high significant positive relationship with dependability. This finding shows that the more municipal employees are motivated, the more they are dependable. With increased motivation, employees are able to deliver services in time and to commit to their work and are responsive in carrying out their work without lapses in service delivery.

Similarly, Adanse, Yamga, Asante & Antwi-boasiako (2018) conducted a study about the effect of Motivation on Service Quality Delivery in Hotel Industries of the Kumasi Metropolis of Ghana. Findings from this study reported that, poor motivation leads to low morale, lack of interest on the job and low productivity, which in turn caused poor services delivery. It was recommended that

management needs to adopt strategies such as giving monthly or end of year benefit awards, staff bonuses, extra duty allowance, payment of social security and attractive salary scheme to their employees so that this will help to motivate and make the staff feel secured so as to reduce employee turnover in the industry.

Baradyana (2020) investigated on the Influence of employees' motivation on the quality of services offered to customers: A case of Tanzania Telecommunications Corporation. Findings from this study established a strong relationship between the corporation and the customers. Furthermore, the study revealed various factors like career development and working environment that motivated employees to provide quality services.

However, it was further revealed that most of the motivating factors such as promotion, salary increment and team work did not motivate the employees. Furthermore, the study revealed various factors that contributed to demotivation among the employees at TTCL. The most mentioned factors included poor leadership, Job insecurity, Unrealistic work load as well as employees feeling undervalued. The study recommended that there must be an introduction of training on issues related to quality of services and motivation to the staffs. There was also a need for the corporation to increase salary to the employees to motivate them to provide quality service to the public.

## Methodology

This study was conducted at Chamwino District Council Headquarters Office. An explanatory study design was employed to collect data from the sample of 10 out of the population of 16 personnel (62.5%). The sample was comprised of heads of departments and leaders such as one (1) district executive director, one (1) district medical officer, one (1) district education officer, two (2) ward education officers, two (2) district human resource managers, one (1) district health secretary, one (1) district administrative secretary and one (1) social welfare officer. The purposive sampling technique was used to select the information-rich cases based on the judgement of researchers that they had sufficient information pertaining to motivational factors in the district. Data collection tools were the interviews and the Focus Group Discussions. To ensure validity and reliability, the instruments were pretested to four individuals. The responses from pretesting were used to adjust the final version of

the tools. Analysis of data was done through thematic analysis approach. To adhere to research ethics, a research permit was sought from Chamwino District administration, and informed consent was sought from study participants prior to data collection time.

## Results and Discussion

Findings are organized into four variables namely salaries, allowances, working environment and career development as major factors affecting services.

### Salaries

Findings revealed that salaries are the major motivation factor for employees to enhance their inputs in delivering services to clients. For instance, one participant reported,

... in my opinion as a head of department, I concur with the fact that when employees are motivated through increasing their salaries and when salaries are sufficient, they tend to work harder by delivering the services on a timely manner with high efficiency, which in turn enhances the delivery of quality services to the clients... (Head of Department – 1).

Another participant emphasized that

... let us be honest, most of us here are demotivated because of low salaries. How can you expect us to deliver quality services while we do not have motivation to do so? If they want us to deliver quality services to clients, they should ensure that we receive enough salaries ..." (Ward Education Officer – 1).

This shows that employees fail to deliver quality services because their salaries are not sufficient, hence they lack internal motivation which may negatively affect the delivery of quality services. This finding is consistent with findings of a study done by Sibonde and Dassah (2021) in South Africa which reported that, employee salary has a significant positive influence in enhancing quality of delivery.

### Allowances

The study revealed lack of a variety of allowances, which in turn affected negatively the services delivery. This was reported by one participant who revealed that

... we do not have allowance packages. We have to wait for salaries at the end of each month. This has been very demotivating because we feel like we are not valued by the government. As a result, we have been working just to fulfil our duties, not for the sake of delivering quality and timely services ...” (Ward Education Officer – 2).

This implies that allowances are important factor in enhancing delivery of quality services but the allowances were missing as reported by respondents. This was also supported by another participant who insisted that

... with reference to my workplace, there was a time when we were stable financially, hence we provided some motivational packages such as allowances to our employees. This resulted into high performance where services were delivered on time and clients were satisfied. Of late, we have experienced financial difficulties which led to the cut-off of allowances. This caused reduced performances and poor services delivery ...” (Head of Department – 2).

This implies that, the heads of department know the role of employee motivation toward services delivery through allowances. According to Soegoto (2017), allowances played a positive role in the quality service delivery in the decentralized Indonesia as employees felt they are being valued by organizations. Hence, it is very important to consider this variable in order to enhance quality service delivery.

### **Working Environment**

Findings from HoDs and Ward Education Officers revealed working environment as one of major factors which affect the delivery of services to clients. When the environment is conducive for employees, it helps them to be motivated to deliver quality services, but when the working environment is poor, the employees are demotivated to work, hence delivering poor services. This was reported by one participant who argued that

... the working environment has never been good here as most of the offices and institution buildings in this council are old and are poorly constructed, hence it leads to unnecessary discomfort to employees which makes it hard for us to perform well. But if

the working environment was to be improved, I assure you that, Chamwino district council will be one of leading councils in Tanzania in quality, efficient, effective and timely services to clients (Ward Education Officer – 3).

In addition, one participant argued that,

.. as a Head of Department in this council, I have been suggesting improvement of the working environment. It is very clear that our working conditions are very poor and unfavorable. For example, the office space is very small and the office buildings are quite old, it demotivates us to work and deliver quality services to the clients ... Head of Department – 4).

This implies that despite the readiness of employees in delivering quality services to the clients, they are being faced with poor working environments, which demotivate them. Adanse et al (2018) conducted a study in Ghana, which reported that poor working environment leads to low morale, lack of interest on the job and low productivity, which in turn causes poor services delivery.

### **Career Development**

Career development was reported as one of major factors which affect the delivery of efficient, timely and effective services in Chamwino district council.

This was reported by district HoDs and Ward Education Officers during interview sessions and focus group discussions that a majority of study participants did not receive career development programs to update their skills and experiences pertaining to their jobs, which in turn resulted into poor delivery of services. For instance, one participant reported that

... to be honest, I don't really remember the last time I got training pertaining to my work. I have been working here for years and have not received a career development program. Therefore, I fail to complement with the current rapid changing education environment. As a result, students have been performing poorly. If I get a chance to study, I can assure you changes in students' performance ...” (Ward Education Officer – 2).

Another participant emphasized on the extreme bureaucracies when seeking for career development

opportunities from the council management. The participant said that,

... there are some instances where we take immediate actions to find training courses and schools to develop our careers instead of waiting for the management initiatives. However, the process of getting permit is very hard; sometimes we are denied permit to study. As a result, we have outdated skills and knowledge in various dimensions of our work, and our performance has been very poor.. (Head of Department – 5).

This implies that employees fail to deliver quality services to the clients because they lack skills and competencies that complement with current clients' needs because they do not receive career development opportunities. This is supported by Amaanda (2011) who reported that employee motivation through career development play a positive role towards improved service delivery in Namibian organizations.

## Conclusions and Recommendations

### Conclusions

Based on the findings, it is concluded that salaries play the major role in motivating employees to work harder and delivery quality services; this is because employees need money to cover their day-to-day expenses. Secondly, allowances are a good motivational factor because they make employees feel they are being valued by respective organizations, hence they work hard in delivering quality service. Thirdly, working conditions play a substantial role in service delivery because employees need to work in comfortable, healthy and safe environments. Lastly, career development is very crucial as it helps to update employees' skills, capabilities and competencies, supporting employees to deliver quality services that meet the needs of the clients.

### Recommendations

The study recommends that the PO-RALG should review the salary and incentive policy and increase salaries for employees as a way of motivating them to work harder. Secondly, leaders and managers in LGAs should ensure provision of sufficient allowances to employees so as to improve service delivery. Also, the PO-RALG should improve the work environment in LGAs so as employees can work comfortably and deliver better services. Lastly, the PO-RALG and managers in LGAs should give a

room for employee' career development so as to enhance efficiency, effectiveness, timeliness of service delivery and customer satisfaction.

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