

EXAMINING THE INFLUENCE OF FINANCIAL REWARDS ON EMPLOYEES MOTIVATION AT KILOSA DISTRICT -TANZANIA

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Abstract

This study explores the influence of financial rewards on employees' motivation. The study uses descriptive research design with survey method. 73 respondents filled the distributed questionnaires during primary data collection. Descriptive statistics used in data analysis. Results are presented in tables and pie-chart. Data described using frequencies, percentages, mean and standard deviation. Pearson correlation measures the significance level of financial reward factors and principal component analysis used to extract financial reward factors based on various statistical criteria. Results show that financial rewards affect employees' motivation. Extra duty allowance, medical allowance and salary were found to have high influence on employees' motivation while water and electricity allowance, transport allowance, hardship allowance and house allowance de-motivate employees. Management reviews over aspects of financial rewards including allowances to water and electricity, transport, house rent, and hardship is highly recommended. Government should struggle to reduce inflation rate, as it leads employees' demanding high salary and allowances to cover for accommodations and routine expenditure. Towards Tanzania; private rich and large companies/institutions have to assist government in offering services to public as part to its corporate social responsibilities.

Keywords: Financial Rewards, Motivation, Tanzania.

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1.1 Introduction

Motivation is an important function as far as the human resource management is concern. This is simply because motivation makes employees motivated, committed and satisfied with work (Tella 2007). Dobre (2013) argued that if employees are not motivated with their work it is impossible for organizations to realise its achievement. This will resulted to poor performance, labour turnover, job dissatisfactions and other negative attitude towards working organizations (Lubuva 2008; Kweka and Sedoyeka 2014; & Richards 2014).

Most of public organizations in Tanzania fail to archive its objectives due to inadequate employees' motivation (URT 2010; Mohamed 2013). Prasad (2013) asserts in order for organization to achieve its objectives need to retain its competent human resources. Burton (2012) and Ali & Akram (2012) acknowledge for organization to retain the hired competent human resources must offer financial rewards that are competitive in terms of salaries and allowances which are immediate in solving employees social concerns. But also employees in diverse organization expected to be provided with this viable aspect. Studies in various institutions in Tanzania argue that financial rewards are provided in order to motivate employee (URT 2010 & Richards 2014). Results revel that in most case employees are not motivated with the provided financial rewards (Davidson 2007; Leshabari et al 2008; Mkumbo 2012 & Mohamed 2013). UNDP (2006) argued in the least developing countries the public service incentives are weak. Lipige et al (2009) and Yousaf et al (2014) declared financial rewards are too low, it does not cover the employee's expenditure and due to high inflation rate. This study therefore delineates itself in exploring the influence of financial rewards on employees' motivation.

1.2 Objective of the study

The study aimed to explore the influence of financial rewards on employee's motivation.

1.3 Usefulness of the study

The findings from this study will be useful in helping LGAs in boosting employees' motivation in their institutions. The recommendations can enhance performance in the organization. Furthers the study will add information to the pool of literature on employee motivation.

2.0 Reviews of Literature

Leshabari. M, Muhondwa. E, Mwangu. M & Mbembati. N (2008) proved that employees are not motivated with the provided financial rewards in Muhimbili National Hospital (MNH). Their study reveals that, low salary was mentioned by those who are not motivated with job to be the primary reason. Further researchers display that salary was quoted by supporting staff (73.3%), nurses (66.7%), doctors (63.3%), and other clinical staff (54.5%).

Mohamed (2013) proclaim that there is negative implication between financial rewards and secondary school teachers at Mkinga district, Tanzania. The study reveals that water and electricity allowance are among of the financial rewards that despairs teachers in Mkinga. Further the researcher noted that 82% of teachers in Mkinga district are not motivated with financial rewards.

Richard (2014) declared the contribution of Local Government Authorities (LGAs) in addressing teacher motivation in public secondary schools in Dodoma municipality- Tanzania has failed. Researcher acknowledged that since secondary education was under control of LGAs teachers motivation were not improved as expected. Hence he commented that LGAs have not been able to motivate teachers. Further he found that 83% of teachers disagree that LGAs build houses for teachers in schools. Nevertheless the LGAs don't provide house allowance to teachers. This study reveals that 80% of respondents disagree with the statement.

Lipige et al (2009) found that hardship allowance is provided in various countries. The researcher further asserts that in Tanzania hardship allowance is provided to employees live in rural areas in small amount. Employees are therefore discouraged with the smallest amount provided and de-motivated.

Mruma (2013) establish that intrinsic motivation had a small contribution to majority of teachers' morale to perform in Nyamagana district. In his study he included transport allowance and medical allowance as an intrinsic motivation factors among others. Further he argued that 75% of teachers were not aroused by intrinsic motivation.

Authorities, regulations and policies emphasize onto the provision of financial rewards in order to improve employees' motivation in an organization. It has been observed that organizations are not offering right amount of financial rewards to their employees (Ali & Akram, 2012). Thus the provided financial rewards are very little to make employees motivated (Lipige et al 2009).

2.1 Conceptual framework

In the figure below financial reward factors variables are independent variable. While employees motivation are dependent variable. The connections among the variables are vital in determining the influence of employees' motivation.

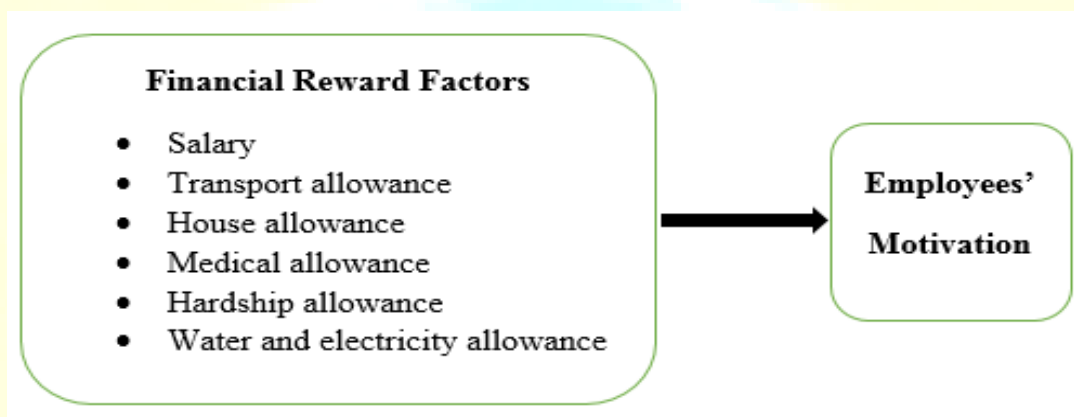


Figure 1: Author, 2016

3.0 Methodology

The study area was Kilosa district head office in Morogoro region, South-East Tanzania (Ako 2001). A descriptive research design and survey method used in this study. The primary data concerning financial reward factors influence on employees' motivation was collected by distributing questionnaires to 80 employees. 73 questionnaires were received from the employees after filled. Therefore the response rate is (91.25%). Descriptive statistics used in analysis of data and results obtained presented in tables and pie chart. Information in the tables measures employees' motivation using the three point scales from 1= not motivating, 2= neutral, and 3= motivating. Data described using frequencies, percentages, mean and standard deviation while Pearson correlation measures the significance level of financial reward factors and principal component analysis used to extract financial reward factors based on various statistical criteria.

STUDY FINDINGS

4.1 Introduction

This research wishes to examine the influence of financial rewards on employees' motivation at Kilosa District, Tanzania. A total number of 73 respondents filled questionnaires during primary data collection. The analysis achieved using the Descriptive Statistical Analysis, Principal Component Analysis and Pearson Correlation. Findings were presented in tables and pie charts.

4.2 Demographic Data

Demographic Variable	Frequency	Percentage
Sex		
Male	40	54.8
Female	33	45.2
Education Level		
Master's Degree	14	19.2
Bachelor degree	23	31.5
Diploma	17	23.3
Certificate	9	12.3
Secondary	10	13.7
Prior Experience		
<3 Years	14	19.2
3-6 Years	25	34.2
7-10 Years	16	21.9
>10 Years	18	24.7

Table 1: Demographic Data

Table 1 above discoveries that majority of personnel in Kilosa are male with bachelor and master's degrees, which had working in Local Government Authorities (LGAs) in Tanzania with experience from three years and above.

4.3 Pearson Correlation

Pearson Correlation in this study used to measure significance level of the financial reward factors measures employees motivation. Table two below, indicates the correlation matrix for seven financial reward factors measures employees motivation. The variables in table two are presented in table three. Results in table two displays strong correlation between variables are correlated at.01 significance level.

Table 2: Pearson Correlation for each of the financial reward factors to measure employee's motivation.

	FRM-C1	FRM-C2	FRM-C3	FRM-C4	FRM-C5	FRM-C6	FRM-C7
FRM-C1 Pearson Correlation	1	.471**	.510**	.463**	.478**	.370**	.438**
FRM-C1 Sig. (1-tailed)		.000	.000	.000	.000	.001	.000
FRM-C2 Pearson Correlation	.471**	1	.815**	.643**	.564**	.693**	.622**
FRM-C2 Sig. (1-tailed)	.000		.000	.000	.000	.000	.000
FRM-C3 Pearson Correlation	.510**	.815**	1	.652**	.550**	.669**	.693**
FRM-C3 Sig. (1-tailed)	.000	.000		.000	.000	.000	.000
FRM-C4 Pearson Correlation	.463**	.643**	.652**	1	.566**	.648**	.685**
FRM-C4 Sig. (1-tailed)	.000	.000	.000		.000	.000	.000
FRM-C5 Pearson Correlation	.478**	.564**	.550**	.566**	1	.596**	.514**
FRM-C5 Sig. (1-tailed)	.000	.000	.000	.000		.000	.000
FRM-C6 Pearson Correlation	.370**	.693**	.669**	.648**	.596**	1	.702**
FRM-C6 Sig. (1-tailed)	.001	.000	.000	.000	.000		.000
FRM-C7 Pearson Correlation	.438**	.622**	.693**	.685**	.514**	.702**	1
FRM-C7 Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	
N	73	73	73	73	73	73	73

** . Correlation is significant at the 0.01 level (1-tailed).

Source: Field data calculation, 2016.

4.4 Principal component analysis

In this study principal component methods used to extract financial reward factors with greater than 1eigenvalues and that loading below .06 in each factor and whose total variance explained are not below than 50%.With regard to table two above, correlation matrix results shows the factors are absolutely correlated. The calculated Kaiser-Meyer-Olkin Measure of Sampling Adequacy value is .890 which is greater, and Bartlett's Test of Sphericity $\chi^2(21) = 309.683$,

$p < 0.001$. This indicates that the sample is tolerable and the factors were adequately correlated. Hence allow the use of principal component analysis in extracting the financial reward factors.

Table 3: Results for Principal Component Analysis

Factor and Items	Factor Loading	Eigen Values	% of Variance
Factor: Financial Rewards			
FRM-C1. Salary	.637	4.562	65.176%
FRM-C2. Transport allowance	.862		
FRM-C3. House allowance	.876		
FRM-C4. Medical allowance	.830		
FRM-C5. Extra duty allowance	.750		
FRM-C6. Hardship allowance	.839		
FRM-C7. Water and electricity allowance	.832		
Cronbach's alpha	.890		

Source: Researcher, 2016.

Principal component analysis results confirms that all financial reward factors influence on employee's motivation qualify for interpretations. Among the factors there is no factor whose Eigen value is greater than 1. The loading is also good as for FRM-C1 is .637, FRM-C2 is .862, FRM-C3 is 876, FRM-C4 is 830, FRM-C5 is 750, FRM-C6 is 839 and FRM-C7 is 832. This shows that there is no factor loads below the minimum criteria .06, and the percent of the total variance explained is 65.176 which is also good.

4.5 Responses on the Influence of Financial Reward Factors over Employees' Motivation

Table 4: Responses

Factors	Responses			
	Not Motivating	Neutral	Motivating	Total Response
Extra duty allowance	14 (19.1%)	11(15.1%)	48(65.7%)	73(100%)

Salary	24(32.8%)	19(26.0%)	30(41.1%)	73(100%)
Medical allowance	19(26.0%)	10(13.7%)	44(60.3%)	73(100%)
Water and electricity allowance	52(71.3%)	9(12.34%)	12(16.4%)	73(100%)
Transport allowance	42(57.6%)	15(20.5%)	16(21.9%)	73(100%)
Hardship allowance	43(58.9%)	14(19.2%)	16(21.9%)	73(100%)
House allowance	47(64.4%)	15(20.5%)	11(15.0%)	73(100%)

Source: Field data calculation, 2016.

From table four above, the findings in regards to responses and percentages of respondents reveals that some of the financial reward factors motivate employees and some doesn't. Extra duty allowance (65.7%), salary (41.1%) and medical allowance (60.3%) were noted to be among of the financial reward factors that motivate employees at Kilosa. On the other hand water and electricity allowance (71.3%), transport allowance (57.6%), hardship allowance (58.9%) and house allowance (64.4%) were among the factors that are not motivating employees at Kilosa.

Table 5: Ranking of financial reward factors influencing employees' motivation using mean scores.

Financial Rewards	Mean	Std. Dev	Ranking	Analysis No.
Extra duty allowance	3.74	1.375	1	73
Medical allowance	3.59	1.451	2	73
Salary	3.52	1.313	3	73

Source: Field data (2016).

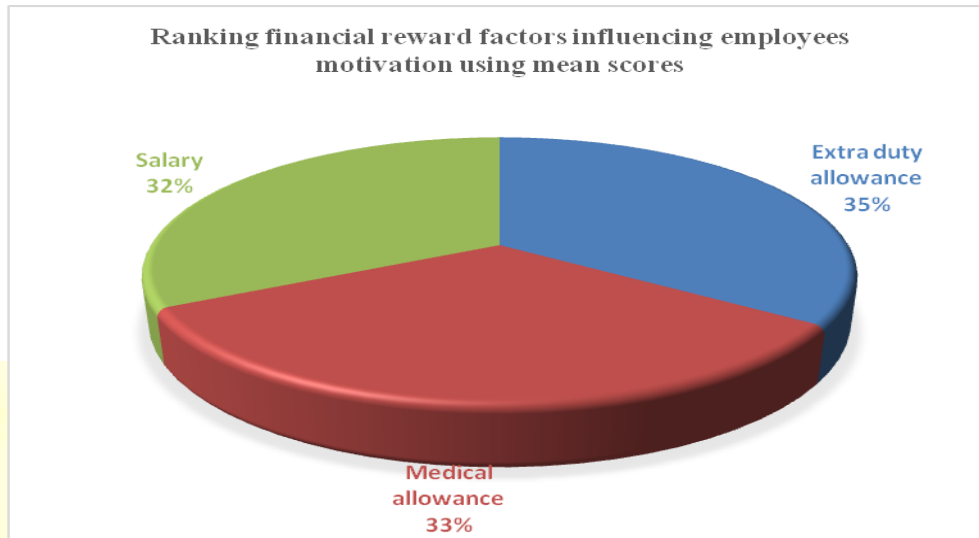


Figure 2: Ranking of financial reward factors influencing employees' motivation using mean scores.

Tables five and figure two above displays the following information's:-

Extra duty allowance is noted among the financial reward factors that are highly influence employees' motivation at Kilosa district with the mean scores 3.74. This study finding reveals the findings of NIMR report (2008) that declares extra duty allowance is leading in influence employees' motivation with 83%. Masaiti (2011) discover that extra duty allowance is among of financial reward factors that influence employees' motivation in Africa. In contrast Richard (2014) declares teachers in Dodoma are not provided with extra duty allowance, this make them to be de-motivated.

Medical allowance is the second in influencing employees motivation at Kilosa district with mean scores 3.59. Ikenyiri and Maduenyi (2011) ranked this factor the third among the factors that satisfy teachers as motivator in Nigeria, while Seniwoliba (2013) ranked medical allowance number five among ten most important factors of motivation to teachers in Ghana. Prasad (2013) argues that Tata motors provide free medical services to all employees to make them motivated.

Salary is in number three in influencing employees' motivation at Kilosa. The study findings inline with the findings of NIMR report (2008) that argues salary is influencing employees'

motivation in various region in Tanzania and is ranked number one with 92%. Equally Ali & Akram (2012) found that employees in pharmaceutical industries in Pakistan are highly motivated by salary than other financial rewards. Towards this study salary is tiniest influencing employees’ motivation among the financial reward factors. This indicates that after sometimes salary can drop and to be among the factors that are no more motivate employees at Kilosa.

Ali & Akram (2012) declares that with good salary employee perform their obligations more effective. In additional Yousaf et al (2014) debates, salary enable employees live with dignity and stability. He further reasons that, money are important in least developing countries where individuals struggled to preserve their status due to great inflation rate.

Table6: Ranking of financial reward factors that de-motivate employees’ using mean scores.

Financial Rewards	Mean	Std. Dev	Ranking	Analysis No.
Water and electricity allowance	3.77	1.275	1	73
House allowance	3.77	1.242	2	73
Hardship allowance	3.55	1.405	4	73
Transport allowance	3.52	1.396	3	73

Source: Field data (2016).

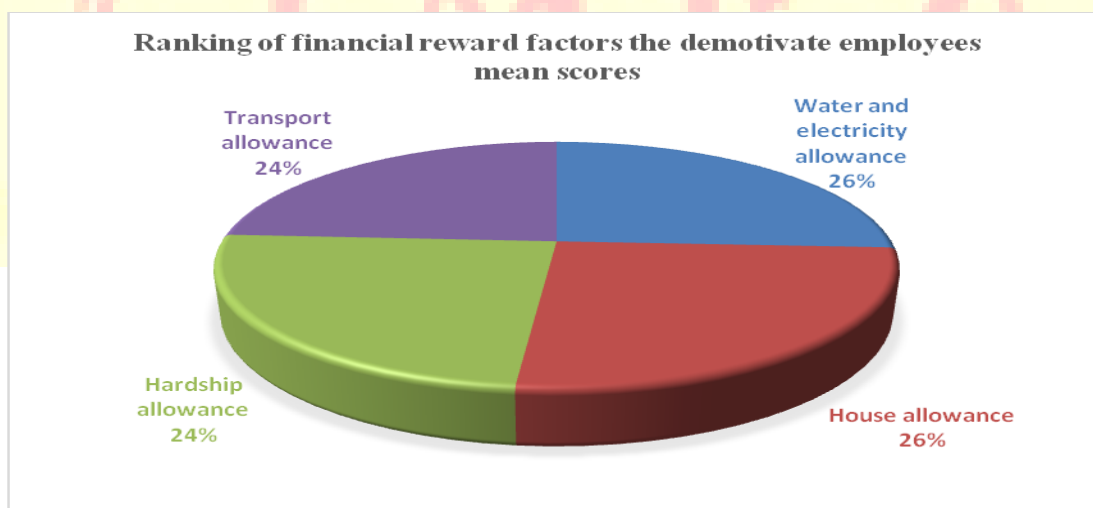


Figure 3: Ranking of financial reward factors that de-motivate employees’ using mean scores.

Table six and figure three results display the following information's:-

Two financial reward factors were leading among the financial reward factors not motivating employees' at Kilosa. The factors are water and electricity allowance and house allowance with mean scores 3.77 respectively. The finding correlate with the findings of Mohamed (2013) who says that in accessible to water and electricity are among of the factors that make teachers to become dissatisfied, de-motivated and not committed especially in rural Tanzania.

On the other side the findings of this study over the aspect of house allowance inline with the findings of Richards (2014) who admits that house allowance is among the financial rewards that de-motivate employees. Richard (2014) claims that in Dodoma municipal council teachers are de-motivated with work following shortage of house incentives to teachers. Further the researcher observes that in the municipal only 18 houses available for teachers out of required 82 houses.

Contrary to this study finding Ikenyiri & Maduenyi (2011) ranked the enhancement of rent allowance as the second factor that satisfies teachers as motivator in Nigeria. Similarly, Yousaf et al (2014) asserts that beside other financial reward factors house rent allowance supplied by organization are among of the financial reward factors that motivate employees.

Transport allowance and hardship allowance were lowest ranked among of the financial reward factors not motivating employees in this study with mean scores 3.55 and 3.52 respectively. Contrary to the finding if this study, Babagana. A & Dungus. B (2015) declares that transport allowance ranked the second in influencing employees' motivation in Nigeria. Alike Yousaf et al (2014) acknowledges that transport services and fuel allowance given by organization is of abundant assistance as it enriches workers' commitment and motivation.

The findings of this study on hardship allowance is opposed by the findings of policy brief No 8 (2009) which state that teachers are provided with hardship allowance and they are motivated with it. Ojaka (2014) found that among the motivation and retention factors to workers in desperate region hardship is important. Lipige et al (2009) concluded that hardship allowance

obtained by health workers in most of the states. He further comments Tanzania offers hardship allowance for isolated parts but it is a tiniest amount.

Lyimo (2014) proclaims that previous to the operation of structure adjustment programs (SAPS) during 1980s employees were offers with good salary, transport allowance, house rent allowance and other financial reward factors. The situation is unlike now days in which the factors are no longer provided. Babagana. A & Dungus. B (2015) emphasizes that in order to inspire workers and progress in the performance of institutions financial rewards are resolutions.

5.0 Conclusion and Recommendations

The major purpose of this research paper was to explore the influence of financial reward factors on employees' motivation. The study conducted in Kilosa district council. Kilosa is basically a public organization. The studied target population was staffs working in the institution.

During survey, it has been found that financial reward factors include extra duty allowance, salary, medical allowance, water and electricity allowance, transport allowance, hardship allowance and house allowance are substantial factors that affect employees' motivation in working organization. Thus financial reward factors influence both employees' motivation and the vice versa. Extra duty allowance, salary and medical allowance are among the financial rewards found influence employees motivation while water and electricity allowance, transport allowance, hardship allowance and house allowance are among the financial reward factors that de-motivate employees.

Although water and electricity allowance, transport allowance, hardship allowance and house allowance marked lowest factors in influencing employees' motivation it should not be considered they are of no important in motivating employees in an organization. The factors need to be enhanced. Babagana. A & Dungus. B (2015) acknowledged beside other factors in order to inspire workers in an organizations financial rewards are the solution because they are immediate and it works in diverse environment.

Management reviews over aspects of financial rewards including allowances to water and electricity, transport, house rent, and hardship is highly recommended. On the other side Government should struggle to reduce inflation rate, because this is among the issues leads employees' demanding high financial rewards such as salary and allowances to cover for accommodation and other routine expenditure. It is acknowledged that, upon controlling inflation rates government will also be able to control the salaries increases and allowances to employees and therefore save the government income. Hence the surplus can be used for other government purposes as societal problems.

Towards Tanzania, there is a need for rich large companies to assist government in services provisions. This can be done as part to corporate social responsibilities. Therefore it is essential to recognize and consider this in particular to make employees relaxed, pleased and inspired with work.

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