

The Effects of Employee Motivation on Work Performance at Lushoto District Hospital from Tanga Region, Tanzania

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ABSTRACT

This study was intended to assess the effects of the employee motivation on work performance at Lushoto District Hospital. The study findings showed that there were poor work performance which caused by poor employee motivation at the study area. The qualitative and quantitative researches were used and the study adopted the cross-sectional research design. The tools of data collection were questionnaires, interviews, observation and documentary analysis. These tools and methods enabled the study to get enough and useful information about the work. The study applied both purposive and random sampling in selecting sample from population. The sample size used during the data collection was 88 from respondents. The Statistical Package for Social Science (SPSS Version 21) was used to analyze the data. The study concludes that there was a poor work performance caused by the poor employee motivation at the study. Hence, the study recommends that the hospital management should ensure the employee motivation is well implemented as stipulated by the government policy, rules and regulations in order to increase the work performance at the study area.

Keywords: Motivation, Motivation Packages, Incentives, Work Performance and Employees

INTRODUCTION

The word motivation is derived from the Spanish word 'movere' which means to move. The term motivation generally has been described and defined by many scholars. Mwembezi *et al.*, (2022) "the motivation as the forces that energizes, direct and sustain behaviour. The motivation is the set of processes that arouse, direct, and maintain human behaviour towards attaining some goal. The motivation is an individual's degree of willingness to exert and maintain an effort towards organizational goals (Ojeleeye, 2017). The presence of motivation factors in the work place influences employee's job performance and productivity Mdope, 2025).

Employees' Work Performance

The work performance has an outcome of actions with the skills of employees who perform in some situation (Mwembezi *et al.*, (2022) "employee's work performance has been defined in terms of quantity and quality expected from each employee while Mwembezi & Lusanjala (2022) describe employees' work performance as a mutual result of effort, ability, and perception of tasks. The performance is an ability to work to achieve goals optimally with less sacrifice than the results obtained (Mbambe, 2021). The performance appraisal is done by comparing employee work results to job standards. If the results meet or exceed the standard, performance is considered good, while if not, performance is categorized as low. The performance reflects the achievement of programs or policies in realizing organizational goals (Mwembezi *et al.*, (2022).

A good performance is a step towards the achievement of organizational goal. Mbambe (2021) viewed performance as a combination of several variables, such as motivation, ability, working conditions and expectations. Employee's performance involves factors such as quality, quantity and effectiveness of work as well as the behaviour an employee's shows in the workplace (Mbambe, 2025). The organization has a control over setting these expectations and monitoring them regularly. The employee performance relates to how well

workers can conduct their required job duties. Evaluating performance is an easy way to pinpoint the need for additional training and mentoring to improve one's workforce (Mdope, 2025).

The performance as the achievement of the organization in relation to the setting of goals. It includes outcomes achieved or accomplished through contribution of individuals or teams to the organizational strategic goals. The performance as the result of work, both in quality and quantity, achieved by an employee in carrying out duties according to his responsibilities (Mbambe, 2021). For performance to remain consistent, it is necessary to identify the factors that influence it, these are work motivation, discipline, and work environment. The performance has two aspects which refers to the ability of an individual to perform an activity that contributes to the institution where the individual works and the other aspect is contextual performance which is not related to its technical contribution to the organization but usually it must support the organizational environment, social and psychological (Seif, 2022). The Performance indicators include several aspects, like work quality, which reflects the toughness and relevance of results without ignoring the volume of work. The performance of employee is a very crucial factor in the overall success of the organization in achieving its objectives (Mbambe, 2021).

The employee's work performance involves factors such as quality, quantity and effectiveness of work as well as the behaviour employees show in the workplace (Seif, 2022). The Employee performance relates to how well workers can conduct their required job duties. Employee performance is a function of effort, aptitude and task perception. An individual's motivation, aptitude, and involvement opportunities affect his/her performance levels (Armstrong, 2016). Armstrong argues that aptitude and motivation both affect performance. Despite the fact that there are many elements that affect an employee's performance, the workplace environment has a significant effect on his/her inspiration (Kishiwa (2017).

The Relationship Between Motivation and Individual Performance

An individual performance is generally determined by three things: motivation, which is the desire to do the job; ability and capability to do the job; and the work environment that are tools, materials, and information needed to do the job. If an employee lacks ability, training for such employee is necessary or she may be replaced by a more competent employee. The environment problem can be adjusted so as to promote higher performance. Motivating employees should necessarily lead to performance because without its organization may experiences inefficiencies (Mdope, 2025).

Mdope (2025) emphasized on the importance of linking people –management practices and organizational performances as a means to motivate employees. These experts insist on formulating human resources and policy practices that result in high performance and not affecting the bottom line. Kishiwa (2017) identified seven critical people-management policies likely to motivate employees. These policies include: emphasis on employment security, recruiting the right personnel, extensive use of self-managed teams and decentralization, high wages solidly linked to organizational performance, spending on training, reducing status differentials and sharing information.

However, the way an individual behaves at work place can be looked at the abilities, experiences, goals and value, energy and expected rewards. An individual who has necessary abilities and experiences as well as goals similar to those an organization has, is ready to work wholeheartedly by exerting his/her energy if the rewards are attractive, hence through abilities the future of an individual performances can be predicted (Kishiwa (2017).

Furthermore, employees' motivation alone cannot result in work performances. The performance is expected to increase with experience while knowledge, skills and practices remain relevant to the job. Expected rewards on the other hand offered by organizations can induce employees to work hard. The rewards may be extrinsic or intrinsic. Extrinsic rewards include those tangible rewards that attract most of the workforce in workplace. These are wages, salaries, bonuses, commission payments, working conditions, transport facilities, and pension (Mdope (2025).

MATERIALS AND METHODS

Introduction

This part describes the research methodology adopted in the study and presents the following sections: research approach, research design, study areas and justifications of its selection, study populations, sampling procedures research methods, data analysis procedures, ethical consideration, validity and reliability.

Research Approach

This study employed a mixed research approach; mixed methods research combines qualitative and quantitative research methods in different ways with each approach adding something to the understanding of the phenomena Lushoto District Hospital. The mixed methods offer a better understanding of the research problem than a single method. It avoids the dichotomization of social reality in terms of quality and quantity for complementary and triangulation purposes (Bamberger, 2000).

Research Design

The Cross- Sectional Research Design was used in this study. This design is considered appropriately as it allows direct observation of the events to be studied and interview of the persons who were involved in the event (Barley, 1994).

Study Area Selection

The study was done at Lushoto District Hospital. Lushoto District Hospital is located in the North-East of Tanzania in Tanga Region Lushoto District is located in Eastern Tanzania within latitudes 4.6840° S to 4° 08' and longitude 38.3965° E.

Key Geographical Features: Lushoto is part of the Eastern Usambara Mountain Range whose elevation is from 1000 kilometres to 2100 above sea level and covers approximately 75 percent (2,625km) of the entire district, it is characterized by steep hills, valleys, and diverse ecosystems.

Study Populations

The target population includes all employees at Lushoto District Hospital who made a total of 164 (URT, 2023).

Sampling Frame and Techniques at Study Area

This part presents the sampling frame, sampling techniques and unit of analysis. sampling units and sample size. The study employed the simple random sampling, stratified sampling and purposely sampling from the study areas. The study used the lower-case Sampling procedures and sample size. In this study used the individual's members from Lushoto District Hospital has been used.

Sample size

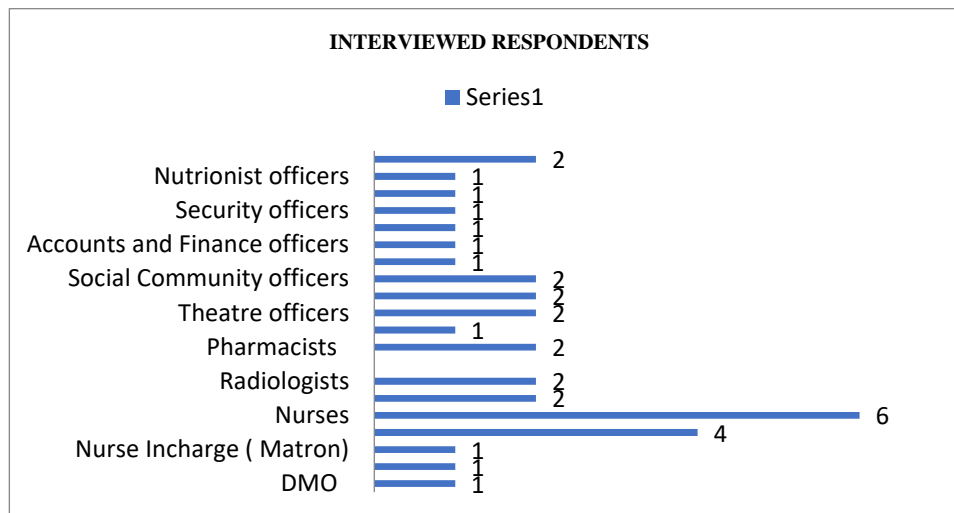
A sample size is the representation of a certain population to provide reliable information of the population (Yamane, 1967). A 95% confidence level and $p=0.05$ will be guided by the study. The formula for calculating the sample size by using the Precision level Error which is: $e = 0.1$ and where N is total population and n is the number of sample size.

The formula $n = N / 1 + N (e^2)$

$$= 164 / 1 + 164 (0.1)^2 = 99.4 \approx 100 . n = 100 \text{ number of the respondents.}$$

Therefore, the sample size were 88 respondents from Lushoto District Hospital.

Figure 1: Categories of Sampling Procedure of Respondents at Study Area



Source: Field Data, 2025.

From the table one, lists of 30 respondents were interviewed from different Sections. The respondents were (1) DMO (1) DMI (4) Doctors officers, 1 Matron, (6) Nurses, (2) Theatre Officers, (2) Radiologist, Pharmacist (2) and (2) Social Community officers to make a total of 30 respondents at study area.

Methods of Data Collection

The study used the triangulation approach where by primary and secondary sources of data are examined. The primary data included: observation, questionnaire, interview and documentary reviews.

Data Analysis

The data analysis involved the key activities such as editing, coding, classification and tabulation. Aims of data analysis are the formulation of conclusion that can be used in decisions making in future situations (Bailey, 1994). In this study data were analyzed both in quantitatively and qualitatively. In qualitatively context, analysis was done and later on explanation was done in words to give clear interpretation of the findings. However, in quantitatively, data were analyzed in numbers and percentages. Data and findings were presented in tabular tables, and figures.

The Validity and Reliability

The Validity

The validity simply means the accuracy of the measurements (Barley,1994). The research tools was considered the following: i.Pre-tested before sending to be used in data collection.ii. Construct validity for changing the tools iii.Triangulation for having more than one tool iv. Content validity for by seeing the questions prepared reflects to the objectives. The study is intending to test the instruments to see whether they fit to be used in field. In this proposed study, the validity of the instruments was developed by the researcher and it matched with the problem of the proposal step by step and was considered objectives and research questions. This is because, the researcher modified the instruments so that before going to field for data collections, the tools were accurate and by doing so to make sure errors was minimized during data collection (Adam&Kamuzora,2008).

The Reliability

The reliability is an attribute of consistence of wherein a scale has to give consistent results. The reliability means dependability in the sense that data obtained by using instrument(s) for various respondents are supposed to yield the same results (Barley,1994).The reliability entails the consistency of the results at different times and by

different researchers. The reliability in this study was analyzed into two ways such as internal consistence of which deals with separation of the observed items and inter-rater reliability which looks about correlation. In this study, the data collection staff was trained so that the whole process of data collection becomes more precise and accurate (Adam & Kamuzora, 2008).

RESULTS AND DISCUSSIONS

The Employee Motivation Packages Available at Lushoto District Hospital

On the basis of research objectives, three questions had been advanced in respect to Motivation and employee performance. The study was conducted to assess how motivation influences employees' performance such as: First, to what extent motivation packages are available to employees at Lushoto District Hospital. Second, the effects of the available motivation packages among the employees at Lushoto District Hospital? Third, the challenges facing management in implementation of motivation at Lushoto District Hospital.

The Motivation Packages Available at the Study Area

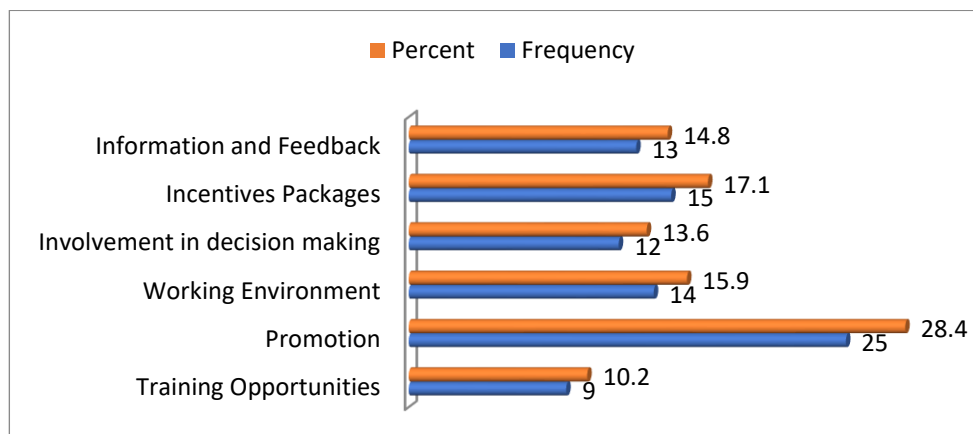
This part addressed the first research question. According to 88 respondents of questionnaire distributed and interpreted by using the frequencies and percentages they mentioned the most effective motivation packages available at Lushoto District Hospital as follows:- The respondents who replied that, the motivation packages available were training opportunities 9(10.2%), promotion were 25(28.4%), working environment were 14(15.5%), involvement in decision making were 12(13.6%), incentives packages were 15(17.1%) and lastly, respondents who replied that there were an information and feedback were 13(14.8%) as shown in Table 2 and Figure 3.

Table 1: The Motivation Packages Available at the Study Area

Motivation Packages	Frequency	Percent
Training Opportunities	9	10.2
Promotion	25	28.4
Working Environment	14	15.9
Involvement in decision making	12	13.6
Incentives Packages	15	17.1
Information and Feedback	13	14.8
Total	88	100.0

Source: Field Data, 2025.

Figure 3: The Motivation Packages Available at the Study Area



Source: Field Data, 2025.

From table two above, respondents who replied that there were opportunity for promotion by 25(28.4%) at the study area.

The study observed that:

“The promotion and advancement in terms of job position motivate employees to work hard especially when they know that there is a possibility of being promoted. Higher jobs involve more responsibility and accountability, although they are challenging, they also tend to improve job performance to employees” (Researcher, August, 2025).

The promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence and status among others. It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, their feel extremely satisfied (Seif, 2022).

If an organization provides employees with the necessary factors for promotion such as facilities, ability and skills, then employees will automatically be motivated and satisfied. Promotion and satisfaction have a direct relationship as Herzberg theory of motivation states what employees demand from their job. The need theory indicates that there is a need of achievement and need for power over people. People will be more satisfied and motivated when their needs are fulfilled (Kishiwa,2017).

During the interview, one of the respondents from the management replied that:

“In the interests of developing and maintaining the skills of their work force, Lushoto District Hospital management developed a training program based on the skills requirement identified in their human resource plan. The program is funded from the Lushoto District Hospital budget allocation and its aim is to meet both Lushoto District Hospital capacity requirements and individual employees personal and career development goal. Training at Lushoto District Hospital is provided in both long and short courses” (Interviewee, August, 2025).

The training play a big role in engaging and motivating employee, as a result one is are enabling them to grow and the performance will automatically increase and The employee feels better equipped to face customers and willing to go extra miles for the organization (Seif,2022).

The Incentives Available at Study Area

From the field study, it was also observed that, there was provision of different incentives as motivation packages to employees at study area, where by the respondents replied by filling questionnaire and were interpreted by using the frequencies and percentages. The respondents who replied that there were medical allowances were 25 (28.4%), calling allowance were 14(15.9%), training assistance were 13(14.8%), rent assistance there were 12(13.1%), there was burial assistance were 11(12.5%) and the respondents who replied that there was transport assistance were 8 (9.1%) as shown in Table 4 .

Table 2: Incentives Available at Study Area

Provision of Incentive	Frequency	Percent
Calling allowances	25	28.4
Medical Allowance	14	15.9
Training Assistance	13	14.8
Rent Assistance	12	13.1
Burial Assistance	11	12.5
Transport allowance	8	9.1.
Total	88	100.0

Source: Field Data, 2025.

The study observed that:

“Philosophically, incentives are meant to keep the level of motivating high and even make it higher than the existing. Incentives are tools used for maintaining and even raising the motivational level so as to ensure a bigger surpass of targets, be it productive increase targets, quality improvement targets, cost reduction targets, raw material targets and raw materials conservation targets” (Researcher, August,2025).

Through the interview, one of the doctors replied that:

“The level of performance at any working place is determined by employees. However, there are times when employees work to the extent of surprising targets. Thus, it is the philosophy of Lushoto District Hospital Management that motivating employees through incentives will enable them to achieve the desired objectives” (Interviewee, August, 2025).

From reviews, training plays a big role in engaging and motivating employees, as a result one is enabling them to grow and specialize his/her employee. Through training, employee performance will automatically increase as they feel better equipped to deals with their clients (Seif,2022). Kishiwa(2017) states that the offering training and career development help improve employee career prospects, increase their performance, and at the same time motivate them to perform better because they are better suited for their day-to-day activities.

In addition to that, 14(15.9%) of questionnaire respondents agreed that, the provision of good working environment tend to influence their performance, this reflects the arguments of other scholars who noted that, the work environment affects employees directly or indirectly and significantly impacts their performance (Kishiwa,2017).

The Non Motivational Predictors on Employee Work Performance at the Study Area

From the field study, the respondents who replied that there were medical organizational culture were 14 (15.9%), there was workload and staffing levels were 12(13.1%), work environment and conditions were 13(14.8%), good supervision were 25(28.5%), availability of physical and human resources were 11(12.5%) and career development and training opportunities were 8 (9.1%) as shown in Table 5.

Table 5: The Non Motivational Predictors on Employees Perfomance

Non Motivational Predictors	Frequency	Percent
Organizational Culture	14	15.9
Workload and Staffing Levels	12	13.1
Work environment and Conditions	13	14.8
Good Supervision	25	28.4
Physical & Human Resources Management	11	12.5
Career Development and Training Opportunities	8	9.1.
Total	88	100.0

Source: Field Data, 2025.

Also, it has been observed through the interview that, presence of good working environment has a great influence on performance of employee as one of interviewees lamented that:

“Working environment includes a good furniture, ventilation temperature, lighting enough office equipment and cleanliness. These could make employee be motivated to stay longer in the organization” (Interviewee, August, 2025).

Effect of the Employee Motivation on Work Performance at the Study Area

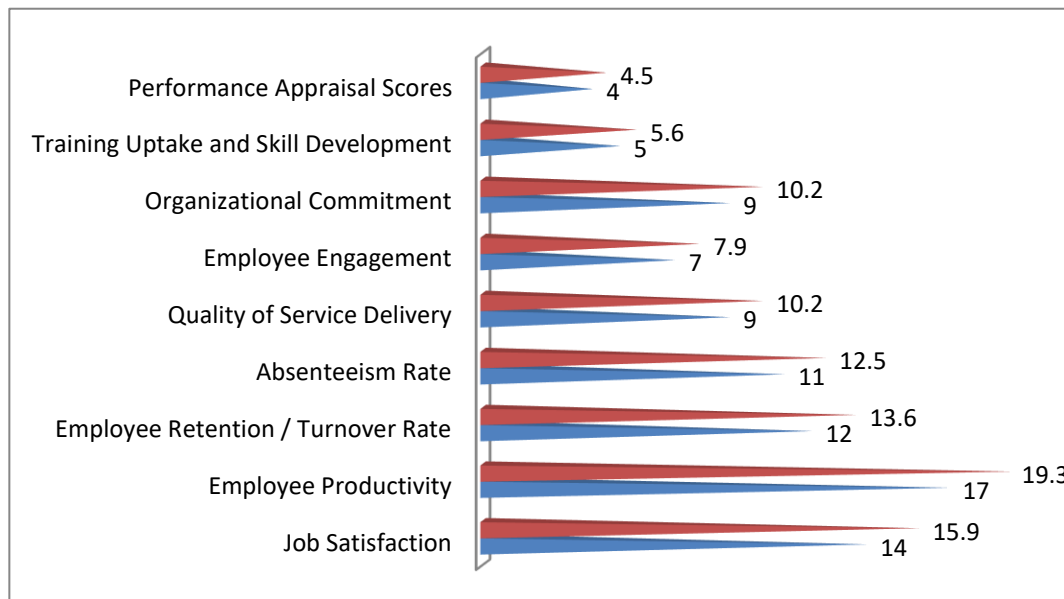
The presence of motivation packages has the effects to employees’ performance at their working station. From the field, there were effects of motivation packages at study area where by the number of respondents replied by

filling questionnaires and interpreted by using the frequencies and percentages. The respondents who replied that there was the job satisfaction were 14 (15.9%), employee productivity were 17(19.3%), employee retention/turnover rate was 12(13.6%), absenteeism rate was 11(12.5%), quality-of-service delivery were 9(10.2%). An employees' engagement was 7(7.9%), an organizational commitment was 9 (10.2%), the group cohesiveness was 5 (5.6%) and the respondents who replied that there was the presence of loyalty to organization were 4(4.5%) as shown in Table 6 and Figure 4.

Table 6: The Effect of Employee Motivation at the Study Area

Effect of Motivation	Frequency	Percent
Job Satisfaction	14	15.9
Employee Productivity	17	19.3
Employee Retention / Turnover Rate	12	13.6
Absenteeism Rate	11	12.5
Quality of Service Delivery	9	10.2
Employee Engagement	7	7.9
Organizational Commitment	9	10.2
Group Cohesiveness	5	5.6
Loyalty to Organization	4	4.5
Total	88	100.0
Source: Field Data, 2025.		

Figure 4: The Effect of Employee Motivation at the Study Area



Source: Field Data, 2025.

The findings from table no. 6 above revealed that, employee productivity is one of the effects of motivation package which appeared mostly compared to others by 17(19.3%) from the respondents of questionnaire. The reasons behind are due to the availability of motivation packages given to employee at the study area these are training opportunities, good work environment, promotion and recognition. Training opportunity given in long and short terms equips employee with new skills and knowledge hence enable their complete the task efficiently and thus leading to higher productivity. In discussion, employees added that, opportunity for training made them feel valued, confident and engaged hence to increase performance.

From the review, moreover, promotions given to employee show a positive effect as it is perceived to be fair and transparent with clear criteria which made employee to increase performance. Furthermore, it was added that,

when employee is recognized by the supervisors or management, it boosts his/her morale and greater willingness to work hard and be innovative hence increase productivity (Kishiwa, 2017).

The Effects on Employees' Loyalty to the Organizational Objectives

The study asserts that the loyalty of organizational objectives at study area to make sure the employee obey and follow the laws, regulations and guidelines from the workplace of the organization in order to make sure the, goals and objectives to be attained.

The study the observed that:

"The presence of good working environment such as the presence of cleanliness, good lighting, good organizational culture has the effects to employee as it enhances performance through increased morale, and efficiency" (Researcher, August, 2025).

Through interview, one of the nurses replied that:

"The motivation packages like promotion and rewards that are provided at Lushoto District Hospital has the effect in the performance of employee as they tends to raise the employees' morale and commitment to work, employee feel appreciated for the good work, feel appreciated for the work assigned and lastly, they develop loyalty to the organization as a result increase job satisfaction hence higher performance" (Interviewee, August, 2025).

The work environment is an important factor that can improve organizational performance and added that the work environment creates a sense of security, comfort, and satisfaction in completing tasks (Seif,2022).

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study aimed at looking on how motivations can influence employees' performance in the organizations. The study revealed that there is poor motivation through several challenges such as: delayed or irregular payments, inequity in distribution of incentives, poor non-financial motivation, limited career growth opportunities, high absenteeism and turnover, conflict between employee and employer, lack of fund under work load, inadequate working conditions and poor communication and feedback.

Recommendations

In view of the research findings and conclusions, the researcher recommends the following: -Lushoto District Hospital Management should consider introducing the following incentives for the benefits of employees and their dependents: Loans for (those who can afford) motor vehicles so as to solve the problem of transportation. The education allowances so as to subsidize employee's children for costs of their studies. The hospital management should introduce participative management whereby employees are given opportunities in decision making process.

In this regard, employees may come up with positive ideas that may be useful inputs in improving performance and wellbeing of Lushoto District Hospital and government as a whole. Hospital management should make deliberate efforts to implement career and training policy to her employees. This will enable the employees to work more efficiently and effectively but also, hospital management will be able to motivate, maintain and attract new employees.

The hospital management should prepare a clear training programme to her employees both locally and overseas. The hospital management should train her employees to upgrade their level of education which should be done basing on Hospital management objectives (Mission and Vision) content of training and the whole issue of training methods and techniques. On top of that, hospital management can train her employees through seminars, short courses and the job training.

The hospital management should approach both government and donors in order to convince them to provide financial support for training its employees. The hospital management should establish a clear means of communication both internally and externally. The Hospital management is obliged to enhance all channels of communication namely vertical, horizontal and diagonal. This will assist the hospital management effectiveness and maintain a harmonious relationship at work place among employees and management. The effective communication should be able to clarify on welfare issues performing for employees. When employees are aware of their rights and unnecessary complaints may be avoided.

The Human resource is the most valuable resource an organization has, it should be better for the Hospital management to educate its employees on different motivational packages provided therein by designing a sound motivational scheme. People as the change agent should be motivated so as to enhance performance on motivation relationship. Though it is not always true that a motivated worker performs higher, it is important for the Hospital management to consider and adhere to labor laws which require equal treatment of employees at the workplace.

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