

ST JOHN'S UNIVERSITY OF TANZANIA



**MASTERS OF BUSINESS ADMINISTRATION IN HUMAN RESOURCES
MANAGEMENT**

**ASSESSMENT OF NON-MONETARY FACTORS AFFECTING EMPLOYEES'
PERFORMANCE AT WORKPLACE IN LOCAL GOVERNMENT
AUTHORITIES:
A CASE OF WORKERS IN DODOMA MUNICIPAL COUNCIL**

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**A dissertation of limited scope submitted in partial fulfillment of the
requirement for the degree masters of St. John's University of Tanzania.**

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2015

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the St. John's University of Tanzania a dissertation titled 'Assessment of non-monetary factors affecting employees' performance at workplace in Local Government Authorities' a case of workers in Dodoma Municipal Council in partial fulfillment of the requirements for the degree of Masters of Business Administration (MBA) in Human Resource Management of the St. John's University of Tanzania.

.....
Dr. Geoffrey Kiangi

(Supervisor)

DECLARATION

I declare that Assessment of non- monetary factors affecting employees' performance at workplace in Local government Authorities is my original work and that all resources that I have used or referred to have been indicated and recognized by means of complete reference.

Signature.....

Date.....

DEDICATION

This work is dedicated to my loving parents Mr. and Mrs. Philbert Itanisa for their sincere support. Also this work is dedicated to Dr. G Kiangi my supervisor throughout the process of writing this research report for his guidance, sacrifices and above all endurance. I wouldn't be able to reach where I am today without his support.

TABLE OF CONTENTS

COPYRIGHT STATEMENT	i
CERTIFICATION	ii
DECLARATION	iii
DEDICATION	iv
LIST OF FIGURES	ix
LIST OF TABLES	x
ACKNOWLEDGEMENTS	xiii
LIST OF ABBREVIATIONS	xiv
ABSTRACT	xv
CHAPTER ONE	1
INTRODUCTION	1
1.1 Chapter Overview	1
1.2 Background to the research Problem	1
1.2 Statement of the problem	5
1.3 Research Objectives	6
1.3.1 General objective	6
1.3.2 Specific objectives	7
1.4 Research Questions	7
1. 5. Significance of the Study	8
1.6. Organization of the Study	8
1.7 Chapter Summary	8
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Chapter Overview	10
2.2 Key items used in this study	10

2.2.1 Employee Performance	10
2.2.2 Policies	10
2.2.3 Work ethics.....	11
2.2.4 Office equipment	11
2.2.5 Workplace	11
2.2.6 Motivation	11
2.2.7 Organization	12
2.3 Theoretical Review	12
2.3.1 Employee performance	12
2.3.2 Ethical theories on Employee Performance	13
2.3.2.1 Consequentialism theory	13
2.3.2.2 Deontological theory	14
2.3.3. Motivational Theories	14
2.3.3.1 Goal- setting theory.....	14
2.3.3.2 Self –Efficacy Theory	15
2.3.3.3 Expectancy Theory	15
2.3.3.4 Significance of the theories in relation to the study	16
2.4 Empirical Literature.....	16
2.5 Study Gaps.....	21
2.6 Conceptual Framework.....	22
2.7 Summary of key issues.....	25
CHAPTER THREE	26
RESEARCH METHODOLOGY	26
3.1 Introduction.....	26
3.2 Area of study	26
3.3 Research Design	26

3.4 Population of Study	27
3.4 .1 Target population.....	27
3.5 Sampling Procedures	28
3.5.1 Sampling design.....	28
3.5.2 Sample size determination	28
3.6 Types of Data collected	29
3.6.1 Primary Data	29
3.6.2 Secondary Data.....	29
3.7 Data Collection Methods and Instruments.....	30
3.7.1 Questionnaires	30
3.7.2 Interviews	30
3.7.3 Documentary reviews.....	31
3.8 Reliability and Validity.....	31
3.8.1 Reliability	31
3.8.2 Validity.....	31
3.9 Data Analysis.....	32
3.10 Ethical Considerations	32
3.11 Limitations of the Study	33
3.11.1 Time Constraints	33
3.11.3 Sampling Technique.....	33
3.12 Unit analysis	33
3.13 Chapter Summary	34
CHAPTER FOUR	35
STUDY FINDINGS AND DISCUSSION.....	35
4.1 Introduction.....	35
4.2 Data Presentation.....	35

4.2.1 Description of the Respondents	35
4.2.1.1 Respondents by departments	35
4.2.1.2 Respondents by Age	36
4.2.1.3 Gender of the Respondents	37
4.2.1.4 Marital Status of the Respondents	38
4.2.1.5 Education level of respondents	39
4.2.1.6 Work experience of respondents.....	40
4.2.2 Analysis and discussion of the findings	41
4.2.2.1 Findings on identification of operational policies and guidelines affecting the performance of employees' at workplace.	41
4.2.2.2 Findings on identification of work ethics affecting the performance of employees' at workplace.....	46
4.2.2.3. Identification of desirable office features and equipment related to employees' performance.....	55
4.2.2.4 Incentive packages provided to employees' at Dodoma Municipal Council.....	60
CHAPTER FIVE	67
SUMMARY, CONCLUSION AND RECOMMENDATIONS	67
5.1 Chapter Overview	67
5.2 Conclusion	67
5.3 Recommendations.....	69
5.4 Areas for further study	70
REFERENCE LIST	71
APPENDICES	76
APPENDIX A: QUESTIONNAIRES	76
APPENDIX B: INTERVIEW QUESTIONS	81
APPENDIX C: DOCUMENTARY REVIEW GUIDE	83

LIST OF FIGURES

FIGURE 2.1: CONCEPTUAL FRAMEWORK	23
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LIST OF TABLES

TABLE 4.1: RESPONDENTS' DISTRIBUTION ACCORDING TO DEPARTMENTS.....	36
TABLE 4.2: RESPONDENTS' DISTRIBUTION ACCORDING TO AGE.....	37
TABLE 4.3: RESPONDENTS' DISTRIBUTION ACCORDING TO GENDER	38
TABLE 4.4: RESPONDENTS' DISTRIBUTION ACCORDING TO MARITAL STATUS.....	39
TABLE 4.5: RESPONDENTS' DISTRIBUTION ACCORDING TO THEIR EDUCATION LEVELS	40
TABLE 4.6: RESPONDENTS' DISTRIBUTION ACCORDING TO WORK EXPERIENCE.....	41
TABLE 4.7: EXISTENCE OF OPERATIONAL POLICIES AND GUIDELINES ..	42
TABLE 4.8: AWARENESS OF OPERATIONAL POLICIES AND GUIDELINES	43
TABLE 4.9: PRACTICE OF OPERATIONAL POLICIES AND GUIDELINES	44
TABLE 4.10: DEGREE OF PRACTICE OF POLICIES AND GUIDELINES.....	45
TABLE 4.11: RESPONDENTS' OPINION ON HOW OPERATIONAL POLICIES AND GUIDELINES INFLUENCE PERFORMANCE OF EMPLOYEES AT DMC	46
TABLE 4.12: RESPONDENTS' RESPONSE TO EXISTENCE OF WORK ETHICS AT DMC	47
TABLE 4.13: RESPONDENTS' OPINION ON DRESS CODE AS A WORK RELATED MORAL VALUE	48
TABLE 4.14: RESPONDENTS' OPINION ON TIME MANAGEMENT AS A MORAL VALUE	49

TABLE 4.15: RESPONDENTS' OPINION ON CONFIDENTIALITY AS A WORK ETHIC	50
TABLE 4.16: RESPONDENTS' OPINION ON WORK PLAN AS A WORK ETHIC AT DMC	50
TABLE 4.17: RESPONDENTS' OPINION ON TRANSPARENCY AS A WORK ETHIC AT DMC	51
TABLE 4.18: RESPONDENTS' OPINION ON ACCOUNTABILITY AS A MORAL VALUE AT DMC	52
TABLE 4.19: RESPONDENTS' OPINION ON SELF DISCIPLINE AS A WORK ETHIC AT DMC	53
TABLE 4.20: RESPONDENTS' OPINION ON USE OF PROPER LANGUAGE AS A WORK ETHIC AT DMC	53
TABLE 4.21: RESPONDENTS' OPINION ON WORK ETHICS INFLUENCE PERFORMANCE OF EMPLOYEES AT DMC	54
TABLE 4.22: RESPONDENTS' VIEWS ON AVAILABILITY OF OFFICE EQUIPMENT AT DMC.....	56
TABLE 4.23: RESPONDENTS' OPINION ON THE NEED FOR OFFICE SHELVES AT DMC.....	56
TABLE 4.24: RESPONDENTS' OPINION ON THE NEED FOR OFFICE COMPUTERS AT DMC	57
TABLE 4.25: RESPONDENTS' OPINION ON THE NEED FOR OFFICE TABLES AT DMC	58
TABLE 4.26: RESPONDENTS' OPINION ON THE NEED FOR OFFICE CHAIRS AT DMC.....	58

TABLE 4.27: RESPONDENTS' OPINION ON THE NEED FOR SUFFICIENT OFFICE SPACE AT DMC	59
TABLE 4.28: RESPONDENTS' OPINION TOWARDS OFFICE EQUIPMENT INFLUENCE ON PERFORMANCE OF EMPLOYEES AT DMC.	60
TABLE 4.29: RESPONDENTS' OPINION TOWARDS PROVISION OF FRINGE BENEFITS AS INCENTIVES AT DMC.....	61
TABLE 4.30: RESPONDENTS' OPINION TOWARDS PROMOTIONS AS AN INCENTIVE AT DMC	62
TABLE 4.31: RESPONDENTS' OPINION TOWARDS RECOGNITION OF BEST PERFORMERS AS AN INCENTIVE AT DMC	63
TABLE 4.32: OTHER INCENTIVE PACKAGES PROVIDED TO EMPLOYEES' AT DMC	64
TABLE 4.33: MOST IMPORTANT INCENTIVE PACKAGE PROVIDED TO EMPLOYEES' AT DMC	65
TABLE 4.34: THE INFLUENCE OF INCENTIVE PACKAGES TOWARDS EMPLOYEES' PERFORMANCE AT DMC.....	66

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LIST OF ABBREVIATIONS

DMC	Dodoma Municipal Council
HR	Human resource
HRH	Human Resource Health
ILO	International Labour Organization

ABSTRACT

The main aim of this study was to assess non-monetary factors affecting employees' performance at workplace in Local Government Authorities the case of workers in Dodoma Municipal Council. The study aimed at achieving four objectives. First, to identify operational policies and guidelines that affect the performance of employees' at workplace, assess employees' awareness on work ethics that affected the performance of employees', identify desired office equipment that affect the performance of employees', and lastly to identify types of non-monetary incentive packages that were provided by the municipal council to its employees' and how they affect the performance of employees' at work place.

A descriptive cross sectional research design was used whereby both quantitative and qualitative data were collected once in a point of time. Purposive and convenience sampling techniques were used hence enabled the researcher to acquire 100 subjects for the study. The data were collected using questionnaires, interviews and documentary reviews. The study findings indicate that two thirds of the respondents were aware of the existence of operational policies and guidelines, work ethics and incentive packages within the organization and how they affected the employees' performance. 75% of the respondents reported that policies, work ethics and incentive packages have an important role in influencing employees' performance. Furthermore, the study discovered that DMC did not have enough office equipment and features to help facilitate employees' performance at work place hence various strategies of providing office equipment needed to be carried out so as to have effective task performance and job satisfaction at DMC.

It can be concluded that the organization should understand the role played by these elements through creating more awareness on policies and guidelines, work ethics, provision of office equipment and incentives to employees' so as to ensure effective performance by employees' at workplace for survival of the organization.

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This part provides the background to the research problem; statement of the research problem; objectives of the study; research questions as well as significance of the research to knowledge and the practical aspects.

1.2 Background to the research Problem

Employee performance and output is of major concern in the present fast changing global economy (ILO, 2008). Choudry (2009), in his study about the Determinants of Labor Productivity, found out that employee output is not good in Africa and South Asian countries (except India). For instance employee output level in 2005 in sub- Saharan Africa was the lowest among all regions in the world. The same author further emphasized the need to pay more attention on average education attainment level, policies, work ethics and other motivational aspects to ensure that employee productivity is increased. Human resources management practices have major impact on organizations output (Choudry, 2009).

According to ILO (2008) human capital practices as well as recognition of people, motivation, policies are reportedly essential factors contributing to for work productivity. Other factors that have been identified as crucial attributes for high performance at workplaces are incorporated investment in workers, technology, development and progressive human resources and remuneration (Cardy, 2004).

Moreover, Khan (2006) had observed that job performance is determined by necessary knowledge, skills and willingness to accomplish work related duties and responsibilities.

Despite the recognition of the importance of employees' performance, researchers and scholars have had different views in relation to it (Conte, 2007) pointed out a traditional outlook that employees' are well thought-out as a cost to the organization simply because they have a lot to deal with in terms of their being fully satisfied. Van and Herholdt (2004) continue to reject the fact that organizations maintain people as the greatest value or assets and is convinced that, even though possibly the idea still exists that people need the organization more than it needs them. This is no more the situation in fact, organizations have to promote organizations as much as and perhaps more than, products and services thus Organizations need to keep, draw, know, remunerate, motivate, serve and satisfy people (Furnham, 1992). The traditional outlook that employees are considered as a cost to the organization has been sharply contrasted to a fresh approach to human capital by (Iranzo and Tosetti, 2008).

This author continued to argue that there exists well-built evidence as to why organizations need to unite their employees in order to improve their performance thus contributing to the organization's success. This argument is in line with Landy and Conte (2001) who observed that the employees' feelings of losing control over their work had become a challenge for organizations to create an organizational culture or work ethic where all employees would want to work to their full potential and take ideas and act as an owner of the firm. They continue to claim that organizations that can create such a way of life will

draw and keep the best workers, and for this reason make a remarkable impact in the organization.

Furthermore Robbins (2003) elaborated that a displeased worker can still be a faithful employee where such an employee will be passively waiting for conditions to improve. In addition, such an employee can also express their discontent by ending their relationship with the organization, actively making their opinion heard in an effort to improve matters, or by passively allowing conditions to worsen through neglect. Bruce (2004) points out in his study about employee management that under management is the contributory issue in most cases of poor employee performance at all levels in organizations. The author continues to elaborate that the under managed employee struggles since the supervisor is not adequately engaged to provide the direction and support needed by the employee to competently perform their task. Thus engaging positively the factors and employees' performance is crucial since it can enhance positive realization of the organization goals and levels of productivity (Buford, 2006).

In Africa, a number of scholars have also supported the ideology that for an employee to effectively perform a given task motivation needs to be taken into account for example, according to Tinofirei (2011), In South Africa employee performance is affected by a number of factors that either contribute to good employee performance or poor performance. The author continues to argue that despite the policies and guidelines, the proper behavioral aspects or attributes play a great role in improving employees performance in organizations evidence from his study of assessment of the unique factors affecting employees'

performance in non-profit organization states that employers of the public sector need to understand various motivating factors for employees so as to increase their job performance and also assist in identifying the barriers to the organization nurturing efficient and effective employees which in turn will increase their job performance leading to good performance.

In a study carried out by Ekpo (2008) in Kenya, about factors influencing employees' performance it was found that adequate attention had not been given to organizational factors such as work policies, work environment and work incentives hence causing poor performance among employees which in turn lead to failure of organizational progress. In Tanzania the quality and size of services provided by the public sector organizations have been weakening due to poor performance and improper workplace incentives. Amongst them is the Dodoma Municipal council which was formed in 1974 after the government of the United republic of Tanzania decided to introduce regional administration in 19979 (Bidya,2007) .It was established in order to help the government on provision of economic, social and educational welfare to the public .Furthermore it consists of departments like administration, finance, education, health department, water and roads maintenance departments which have had employees work to ensure the social welfare. Over the years the council has been a well performing public office in the Dodoma municipality, as compared to other regional municipal councils (Bidya, 2007).

The general perception by trade unionists, politicians, workers, and the general public during different radio and television programs in the country, is that the Tanzanian public sector employees do not perform as efficiently as private

sector workers because they lack incentives to motivate them to work diligently (Oswald, 2012). There has been scarcity of empirical information about factors influencing workers performance due to few or lack of researchers that have been conducted on subject in Tanzania. Therefore, this study aims at assessing non-monetary factors associated with employees' performance at work place in various Local Government Authorities, using Dodoma Municipality as a case study.

1.2 Statement of the problem

Employees' are the most valuable assets in any business because they enable organizations to achieve their desirable goals through efficient work output (Jex, 2002). A successful and highly productive business can be achieved by making sure that all workforces are provided with proper workplace environment which include good policies and regulations, proper work ethics, office design and other incentive (Buford, 2006). Employees who are given the right workplace environment increase their individual level of work performance and also spur the organizations productivity hence increase employee morale (DeCenzo & Robbins, 2005). Furthermore it has been observed that employee productivity depends on the amount of time an individual is physically present at a job and also the amount to which he or she is mentally present or professionally functioning while present at a job. This is partly due to employees' willingness to perform a given task and their enthusiasm to do so (Ombima & Were, 2014).

Owussu(2010) argues that organizations must attend to all the workplace environment issues in order to retain elevated worker output, and this may occur through a variety of strategies that focus on employee fulfillment, fitness, and

drive whereby the practice of maintaining a friendly, flexible workplace is associated with the large increase in employee fulfillment which is directly related to human resources practices like employee satisfaction, motivation, and reliability leading to positive output. Since employees' are the most valuable assets towards organization performance, they need to be able to generate a total commitment to acquiring desired standards of performance to achieve a competitive advantage, failure to do so, employees' performance will deteriorate which in turn will cause the organization to fail (Arnold et al, 2009).

In spite of such importance of valuing employees in ensuring organization success for the case of Tanzanian public organizations, it is confusing because the human resource welfare in terms of workplace conditions is not practiced very much. This on one hand has affected employees' performance in different organizations in the public sector .A number of studies have been carried out on factors affecting employees' performance at workplace most of them were carried out in Asian countries like Pakistan and other developed countries particularly European countries (Danish and Ali, 2010). Therefore, this study aims to assess non - monetary factors affecting employees' performance at work place in Tanzanian Local governments using Dodoma Municipality as a case study.

1.3 Research Objectives

1.3.1 General objective

The main aim of the study was to assess non - monetary factors affecting employees' performance at workplace in the Local Government Authorities, in Tanzania using workers of Dodoma Municipal Council as a case study.

1.3.2 Specific objectives

The specific objectives of this study addressed the non- monetary variables affecting the performance of employees' in Local Government authorities in Tanzania.

- i. To identify policies and guidelines which contribute to employees' performance at workplace.
- ii. To assess employees' awareness on ethics that influence performance at workplace
- iii. To identify desirable office features and equipment related to employees' performance at workplace.
- iv. To identify types of non-financial incentives which encourage employees' performance at workplace.

1.4 Research Questions

The following research questions were used to address the variables affecting performance of employees' at workplace in Local Government authorities.

- i. What are the operational policies and guidelines that contribute to employees' performance at workplace?
- ii. Are the employees' of Dodoma Municipal Council aware of the ethics that influence performance at workplace?
- iii. What are the desirable office features and equipment related to employees' performance at workplace?
- iv. What type of non- financial incentives does Dodoma Municipal Council provide for encouraging its employees' performance?

1. 5. Significance of the Study

The study is expected to make contributions to the expanding literature on issues related factors affecting the performance of employees' at workplace in Tanzanian public organizations. Results from the study will have significance to academia, extension of knowledge as well as to policy makers as well as have an impact on LGA's on how to improve their workers' performance. The study findings will also be used as an important document of reference to various potential researchers who will use the research document for further reference.

1.6. Organization of the Study

This study is composed of five chapters. Chapter one presents Background Information Statement of the Problem; Objective of the Study; Research questions and Significance of the Study. Chapter two provides Literature Review, while Chapter Three gives Research Methodology. Chapter Four is about Results and Discussion. Chapter Five provides the Summary, Conclusions and Recommendations of the study.

1.7 Chapter Summary

This chapter described in depth the background of the study in relation to non-monetary factors affecting the performance of employees' with regard to worldwide perspective to local area where the study was conducted. In addition the statement of the problem was given to give clarity on the need to research this area. Furthermore the general objective and specific objectives were provided so as to determine the importance of the study. With the intention of getting variables for data collection, research questions were constructed with regards to specific objectives.

Last but not least, significance of the study was provided as a way of revealing the advantages that every part involved in this study is to benefit in one way or another.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This part covers the following areas of the study: The first part presents definition of key terms, theoretical review of the study. The second part explores the empirical literature review of the study. The third part provides literature gaps to be covered by the study. The fourth part provides conceptual framework which guide this study.

2.2 Key items used in this study

This subsection provides definitions of key terms such as employee performance, policies, office design, motivation as well as human resources management from various sources.

2.2.1 Employee Performance

Performance means to carry out, accomplish or fulfill an action or task. It also means work, function or to do something to a specific standard (DeCenzo and Robbins, 2005). Performance is an action or process of performing a task or function it's also is a signal of what is done and how well it is done (Mullins, 1993).

2.2.2 Policies

Policy refers to a broad statement that reflects visional objectives and goals and provides the necessary guidelines for carrying out the predetermined objectives (ILO, 2008).

2.2.3 Work ethics

According to Fritzsche (1997), Ethics is defined as the systematic indication on what is right where morality is the sum total of opinions, decisions and actions with which people put across what they think is good or right. So, in further elaboration the same author argues that to think morally, you need to steadily reflect on what people think is good or right. Ethics is not a handbook with answers on how to act. It is only a search for the right kind of principles (Hull, 1979).

2.2.4 Office equipment

Office equipment refers to property used for the operation of a company's functions. For instance office equipments include office desks, chairs, computers, light fixtures and arrangement of space at workplace. <http://www.businessdictionary.com/definition/office-equipment.html> Retrieved at 6.17pm on Wednesday 4th June, 2015.

2.2.5 Workplace

A workplace is the location at which an employee provides work for an employer (Armstrong & Baron, 2005). The workplace is usually located in a variety of settings including offices ,manufacturing facilities or factories ,stores, farms, outdoors, and in any location where work is performed(ALDamore & Ahmid, 2012).

2.2.6 Motivation

Motivation is referred to as an inner process which directs an individual to behave in a particular way. It is a force that boosts enthusiasm and it differs depending on situation (Armstrong, 2009). It is the development of an aspiration

in an employee to accomplish a task to the most ability based on that individual's own initiative (Armstrong & Murlis, 2004).

2.2.7 Organization

In this study the concept of organization refers to public organization at the local government level. Local government refers collectively to administrative authorities over areas that are smaller than a state. The term is used to contrast with offices at nation-state level, which are referred to as the central government, national government, or (where appropriate) federal government.(URT,1996) According The United Republic of Tanzania Prime Minister's Office (2014) website "Local government" only acts within powers delegated to it by legislation or directives of the higher level of government. Local Government (Urban Authorities) Act Number 8 of 1982 (URT, 1996) provides for the establishment, composition, functions and legislative powers of the urban based local government authorities (urban councils) in Tanzania. The urban council is comprised of the governing bodies for townships, municipalities and City Council Commission (URT, 1996).

2.3 Theoretical Review

2.3.1 Employee performance

Aguinis (2009) described performance as behavior or rather what employees produce or the outcome of their work. Employee performance represents the general belief of the employee about his/her behavior and contributions in the success of the organization. Furthermore employee performance may be taken in the perspective of three factors which makes it possible for employees' to

perform their duties better than others and these include declarative knowledge, procedural knowledge and motivation (Mcclay et al, 1994).

According to Tyson (1995) good Human resource practices have positive impact on performance of individuals. The author further comments that effectiveness will transfer on the behavior of employees as the result of human resource management. According to Carlson et al (2006) human resource management practices were proposed that affect performance of employees which are competitive compensation level, training and development, good policies, recruitment packages and maintaining morale in organization, which concluded that HR practices have positive and significant associations with the performance of employees in the organization.

2.3.2 Ethical theories on Employee Performance

2.3.2.1 Consequentialism theory

According to Snoeyenbos and Humber (2002) Utilitarianism can be summed up by the phrase, “the greatest good for the greatest number”. According to utilitarianism, actions should be evaluated by their consequences. The author continues to explain that these theories are also called consequentialism. Hull (1979) explains that Bentham’s moral theory is based on his understanding of human nature. Gaumnitz & Lere (2002) argue that human beings always try to avoid pains and seek pleasures; this kind of moral behavior is also called self-satisfaction. Self-satisfaction equates good with pleasure. Bentham’s theory is based on utility principle, the greatest good for the greatest number of people and egoism. According to utilitarianism; “An action is right from an ethical point of view if and only if the sum total of utilities produced by that act is greater than

the sum total of utilities produced by any other act the agent could have performed in its place (Hull, 1979).

2.3.2.2 Deontological theory

According to Kant, (1956) Deontological theories of ethics are different from utilitarian theories of ethics, although the consequence of an act is good, some acts are always wrong. In deontological theories actions are judged as ethical or unethical based on duty or the intentions of an actor. Kant's ethical theory includes duty for the sake of duty without regard to human happiness Kant describes duty as the action which is objectively practical according to this law and excludes inclination from its determining grounds is called duty (Takala & Uusitalo, 1995)

2.3.3. Motivational Theories

For many years, a number of scholars have defined motivation in many aspects which in turn has led to rise of various theories that best describe motivation. Furthermore motivational theories have been divided into two groups which include the early theories of motivation and contemporary theories of motivation Robbins & Judge (2009). Among the early theories of motivation are Hierarchy of needs theory, Theory X and Theory Y, Two factor theory and McClelland theory of needs Robbins & judge (2009). There are a number of contemporary theories that have come up to support the aspect of motivation in encouraging employee performance and these include the following;

2.3.3.1 Goal- setting theory

Locke & Latham(1990) proposed that intentions to work towards a goal are a major source of work motivation that is goals tell an employee what needs to be

done and how much effort will be expended. More to the point, it is said that specific goals increase performance but difficult goals when accepted result into higher than easy goals and that feedback leads to higher performance than no feedback. Specific goals produce a higher level of output than generalized goal of “do your best” This is because the specificity of the goal itself seems to act as an internal stimulus. For instance, when a trucker commits to making 12 round trip hauls between Toronto and Montreal, each week, this intention gives him a specific objective to try to attain, hence we can say that all things being equal, the trucker with a specific goal will outperform a counterpart operating with no goals or generalized goal of do you best (Robbins & Judge, 2009).

2.3.3.2 Self –Efficacy Theory

According to chunk (1995), this theory mainly is also known as social learning theory which defines an individual’s belief that he or she is capable of performing a task. Robbins & Judge (2009) emphasize the higher the self efficacy, the more confidence you have in your ability to succeed in a task. Hence in difficult times, people with low self efficacy are more likely to decrease their effort or definitely give up while those with high self- efficacy seem to respond or try harder to master the challenge. In addition the authors explain that individuals with high self- efficacy seem to respond to negative feedback with increased effort and motivation while those with low self efficacy are likely to lessen their effort when given feedback hence decrease their motivation.

2.3.3.3 Expectancy Theory

The expectancy theory by Victor Vroom (1964).The theory is classified as a motivation theory because it’s based on the hypothesis that individuals adjust

their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them(Oliver,1974). The individuals modify their behavior in such a way which is most likely to lead them to attain goals hence underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events Salaman et al, (2005).

2.3.3.4 Significance of the theories in relation to the study

Jeremy Bentham's' moral theory; understanding of human nature that people avoid pain and seek pleasure (Hull,1979) supports employees' need to have principles that guide their actions at workplace, since they persuade employees' to avoid pain and seek pleasures which in turn lead to effective performance at workplace. Furthermore motivational theories such as goal setting theory, self efficacy theory and expectancy theory support this study by proving that there is need for employees' to know their goals specifically organizational goals since they act as internal stimulus for performance, also employees' need to believe that they are capable of performing tasks and this could be done through increased confidence to employees' to ensure that performance is done at its best (Robbins &Judge, 2009).

2.4 Empirical Literature

Globally, a number of research studies have been carried out to show importance of having employees' welfare improved so as to have increased productivity. Chadrasekhar, (2010) analyzed the role rewards play in motivating employees of commercial banks of Kohat, Pakistan. They specifically analyzed the variance explained by predictor variables (payment, promotion, benefits and recognition) in criterion variable (employee motivation). They note that

commercial banks play important role in worldwide economy and their employees are the best sources of delivering good services to their customers. Excellent services provided and offered by employees can create a positive perception and ever lasting image in the eyes of banks" customers. The individual motivation of a commercial bank employee plays a major role in achieving high level satisfaction among its customers. With increase in the growth of the service industry, the commercial banks at present struggle for retaining employees possessing the capabilities of quality service. Satisfaction of banks" customers depends on the quality of services and the way commercial banks employees render these services to their customers. Commercial banks employees" satisfaction, loyalty, commitment and motivation ensure the satisfaction of customers. The note that motivation is a process in which people are convinced to move forward for performing something special to fulfill their needs and get satisfaction. They found that employee work motivation in commercial banks of Pakistan in the form of payment, promotion, recognition and benefits led to higher productivity and that among the four independent variables promotion has greater effect in productivity.

In addition, Hameed & Waheed (2011) survey report, observes that, only 9% of the respondents showed that the workplace environment including the office equipment was an important factor in keeping employees satisfied including other critical factors like praise, recognition and compensation. In the same report, other variables such as recognition and promotions were identified by employees' as important factors in employees' job related satisfaction. Furthermore the report showed that engaging employees' in recreation activities at workplace environment relax minds, reduces stress, increases confidence,

self-esteem and improve health of employees' a positive effect on employee performance (Hameed & Waheed, 2011).

In Sweden Ajang (2010) assessed the role of work motivation on employees performance from Umea Business School points out that performance has multiple dimensions and minimizing negative mood is important to increasing operational capacity by increasing employees' availability to customers while at the same time increasing positive mood is important as it encourages higher quality of service. He continues to note that HRM practices enhance employee performance by providing greater intrinsic motivation and opportunity to perform through higher levels of perceived job influence and discretion.

Huges (2007) continues to reports in his survey about effect of office design to employees' performance that nine out of ten employees believed that a good office design that has all desirable equipment and features to facilitate performance by employees' affects the attitude of staff and increases their performance. He further comments that with a good office design most workers own up to their job and are collectively responsible for their actions in regards to their job performance hence recommended that workers need to be properly motivated and taken care of so as to ensure that work is done effectively.

Ndugu,(2009) also mentioned in the study that intrinsic rewards given to employees including opportunity for growth, opportunity for achievement, advancements and challenging tasks and duties in any organization help to increase the motivation level of employees and motivated employees are a sign of prosperity for any organization the study continues to note that employee empowerment also enhances individual employee task performance.

Empowered employees are able to choose which tasks to handle. This environment provides functional change in the work process and yields better performance outcomes. It also tends to increase an employee's self drive.

A study conducted by Mutsostso & Wanyama, (2010) in Ghana, revealed that employees are usually of favor for enhanced salaries, fringed benefits, promotion, and car loans as motivating elements sufficient to push workers of the bank to give out their best. Also the study showed that the core duty of the bank is normally carried out by clericals who are more than the supervisors and as such motivational packages should be geared towards the clerical workers to ensure that they delight the customers. Promotion has been a worry to most staff; measures should be put in place by management to ensure that there is continuity in the promotion of staff to avoid low productivity in terms of deposit mobilization.

In the same study (Mutsostso & Wanyama, 2011) it was found that if management withdrew motivational packages it would have serious repercussions on employees' performance; also conduciveness of the office environment has first time impression on the customers and the welfare of the employees thus management can adopt application of theories such as equity, Maclend theory, Abraham Maslow and Hertzberg two factors to ensure employees achieve work targets.

Kingwangalla (2007) conducted a research on job motivation and associated factors among health workers in public hospitals in Dar es Salaam Tanzania, a case of Amana Hospital. According to the results after analysis there was clearly a lack of good HRH personnel policies and procedures implemented. The

government appreciates the accessibility of good policies and is making some efforts to improve the situation but very little direction is provided on how to motivate health workers in urban health facilities. The following were reiterated by many interviewees as good practices which were lacking. The lack of transparency in human resource management practices (e.g. transfers, selection for training and upgrading), lack of clear job descriptions, lack of performance management system, limited opportunities to participate in decision making and poor information flow between management and staff. These gave a conclusion that without clear policies and guidelines employees' did not perform their tasks adequately because there were no concrete guidelines to direct the functionality of their job tasks hence poor performance from health staff.

Kingwangalla (2007) analyzed in his study job motivation and associated factors among health workers in public hospitals in Dar es Salaam, a case of Amana Hospital that low salary was among the many challenges that health workers faced. The results showed that salary was found to be inadequate for the employees' family and personal budgets and hence many health workers wish to leave the hospital to seek better payments but unfortunately cannot do that because of lack of presence of the other alternatives. Many employees have sought jobs as part time in private hospitals so as to be able to sustain their budgets. Salary increment is a hygiene factor that is expected to be present to maintain a degree of no dissatisfaction which in turn improve the health workers performance and hence be able to achieve organizational goals.

2.5 Study Gaps

Many studies on employee performance have been done in developed countries; In Taiwan employee performance was focused via Information systems in Taiwan (Luarn & Liangy 2010).The study addressed the importance of Information systems thus computer self efficacy, task technology fit as important factors in determining employees' performance and organizations survival. Hameed & Waheed (2011) did a study on assessment of work environment of faculty of a medical college and the study determined that the overall working conditions are not that good but a few factors like professional development, trainings, and security provide employees with satisfaction. In Pakistan Husain et al (2012) researched on factors affecting job performance in Pakistani banking sector. The study was conducted to see impact of job involvement on job performance and the difference between females and males with respect to Job performance.

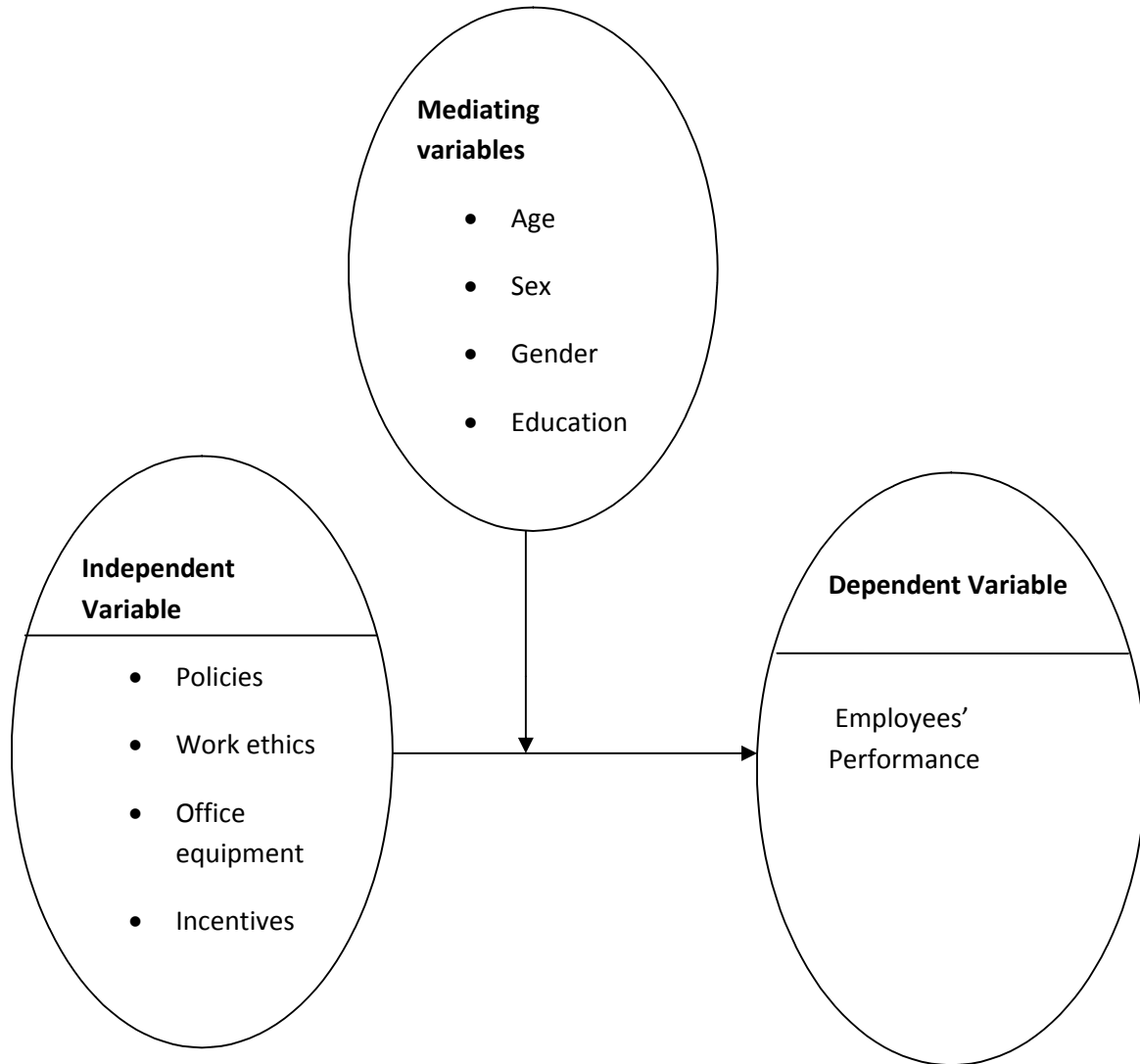
In South Africa Tinofirei (2011) researched on unique factors affecting employees' performance in nonprofit organizations in South Africa and analyzed that behavioral attributes contributed more to employees' performance compared to other factors that may affect the employees' performance.

In less developed countries relatively few studies have been done in relation to non-monetary factors affecting employees' performance .From my view my study is done from a developing country where such issues have not been addressed in the few studies that have been carried out.

2.6 Conceptual Framework

A conceptual framework is a graphical or diagrammatic representation of the relationship between variables in a study Mugenda & Mugenda (1999). He further notes that it is a hypothesized model identifying concepts under study and their relationships. The figure below shows the conceptualization of the dependent and independent variables of the study depicting how they are related. The independent variables in the study points out non- monetary factors that affect employees' performance in the Local government authorities includes; policies, work ethics, office design and employee incentives. The dependent variable in the study is; improved employee performance.

FIGURE 2.1: CONCEPTUAL FRAMEWORK



Source: Developed by the Researcher with some adaptations from (Cooper and Schindler, 2011).

Policies, defined as statements that reflect versioned objectives and goals Armstrong, (2003) hence acting as guidelines for carrying out predetermined objectives, proper and effective policies cause employee performance to be efficient and effective simply because employees are guided on how to perform their duties and hence reciprocate positively towards achieving the organization goals compared to when the policies are vague and of poor nature.

Work ethics, ethics refer to morals that are systematic indication of what is right. It involves the search for the right kind of principles and not a book with answers on how to act as an employee. With proper work ethics employees performance is of efficiency and effectiveness compared to when they are not proper each employee will tend to think own their own and act as they wish which at times contradicts with the organization goals (Hull, 1979)

Office design, The arrangement of work space in terms of its lighting, temperature, spatial arrangement are of great importance to employees performance if given correctly. Employees tend to enjoy the workspace environment in which they work in if its properly organised and all necessary equipment to carry out duties is provided, this makes employees enjoy and appreciate their jobs compared to when office equipment is not proper and at times not provided employees tend to hate their jobs which weakens their performance (Laurie, 2005).

Incentive Packages, Level of motivation has direct impact on employees performance in the sense that employees' rate of performance increases due to proper incentives being provided to the employees .Lack of motivation is a bad sign to any organization since it leads to employees' tendency to give less than 100% of their performance which in turn creates non realization of organization goals and objective (Robbins et al, 2007)

2.7 Summary of key issues

This chapter generally provided review of literature concerning employees' performance and non- monetary factors affecting it. Literature review was divided into two main parts. The first part was theoretical review where by researcher tried to look theories that support the study in relation to employee performance. The second part was empirical literature where by researcher reviewed different studies conducted by different authors on employees' performance and factors affecting it. Under this part the researcher was after title, methodology used and revealed findings. The aim was to make the study comprehensive and hence being able to accomplish the proposed objectives. Furthermore researcher included definition of key terms research gap which show was covered by the researcher.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the methodology that was employed in the study; it describes the area of study, research design, population of the study, sampling procedures, method of data collection, reliability and validity, ethical issues, data analysis methods, unit of analysis as well as the limitations of the study.

3.2 Area of study

While this study could be in any other region in Tanzania, Dodoma was specifically chosen because of two main factors which are financial limitations and time constraints. Furthermore a study area is a place where the study is going to be conducted (Glesne, 2006)). In this study Dodoma Municipal Council was used as the study area due to fact that, it is one of the local Government Authorities that needs to have an assessment of non- monetary factors affecting employees' performance at work place, hence it will be easy to access data. According to the 2012 national census Dodoma is the capital city of Tanzania with about a population of 2,083,588. It is a region comprised of seven districts namely Bahi, Chamwino, Chemba, Dodoma, Kondoa, Kongwa and Mpwapwa. Mention has been made that Dodoma municipal council was chosen for this study because of time and financial constraints that the researcher faced.

3.3 Research Design

According to Blanche et al (2006), a research design is a strategic framework for linkage between research questions and the implementation of the research objectives. A research design provides a plan that clearly specifies the means

in which the study was conducted in such a way that it answers the research questions (Blanche et al., 2006).

In this study, a descriptive cross sectional design using a case study of employees' in Dodoma Municipal Council was employed. This case study provided data that would save other public organizations since they operate in the same legal procedures and jurisdictions .Being a cross sectional study data was collected, at one point in time, in the third week of May 2015. Both Qualitative and Quantitative data were collected.

3.4 Population of Study

Employees' of the Local Government Authorities especially workers serving in various capacities in Municipal Councils.

3.4 .1 Target population

The target population in this study comprises employees working in councils, but in this study, employees' of Dodoma Municipal council were chosen since all councils operate under the same jurisdictions .Information about the council workers was collected from their councils' documents, which contained their education background and the type of services they provide.

A suitable set of respondents was selected from a larger set of population for the purpose of the study. The selected sample or representative part of a population determined parameter or characteristics of the whole population. The purpose of this sample was to study and gain information about the whole population. It was appropriate for the researcher to select the sample on the basis of his own knowledge of the population, its elements and research objectives. Based on the nature of the

research and the methodologies that was employed, purposive sampling was used in order to obtain a rich and a detailed analysis of the study.

3.5 Sampling Procedures

3.5.1 Sampling design

The vital point of this step was to determine the specific sample of subjects to surveyed, and to determine the criteria that was be used to select the sample (Kothari, 1998). Regarding the nature of this study, two sampling techniques were employed. These include purposive and convenience sampling methods.

The selection of study subjects took in consideration the age, sex, education level, working experience, departments as well as marital status of the research participants. The purposive technique was used because employees' at the Dodoma municipal Council would fulfill the study objectives through providing the needed information. Convenience sampling was used because employees' that were present on the day of Data collection would participate to provide response with reference to the study questions.

3.5.2 Sample size determination

Based on the following formula of calculating the sample size (Yamane, 1967), the sample size for the study was estimated.

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

Whereby; n = Sample size

N = Targeted population

e = Level of confidence error i.e. 10%

n=sample size

N= 3850

e=10%

Substituting the numbers to the given formula, the sample size of the study is estimated to be 97 Rounded to 100 participants

3.6 Types of Data collected

Both primary and secondary data was collected, whereby primary data was obtained during the field study by the researcher and secondary data was obtained from official documents.

3.6.1 Primary Data

The rationale of using primary data was to collect information directly from the respondents. This means that it is more consistent with the research questions and research objectives. It could be a bit difficult to learn about opinions and behaviour without asking questions directly to people involved (Perez & Knell, 2005). The primary data was collected by using questionnaires. Detailed information about the respondent's awareness of the factors affecting employee performance at work place in Local Government Authorities in Tanzania was obtained through the use of primary data sources.

3.6.2 Secondary Data

Kothari (2004), secondary data refers to data collected by someone else and has already been passed through the statistical process. These secondary data dealt with analysis of various documents to supplement primary data. Most of source of secondary data include library, journals, articles and publication. In this study review of documents supplemented the primary data. Furthermore Kothari (1998), defines secondary data as the data previously gathered for

purposes other than current research purpose and which may be available within a firm itself or externally.

3.7 Data Collection Methods and Instruments

Multiple methods of data collection were used to cross check the data for clarity and also to find comprehensive data. The methods used were self administered questionnaires, semistructured interviews and documentary review. The tools generated both primary and secondary data (Cooper and Schindler, 2014).

3.7.1 Questionnaires

Questionnaires were designed from research questions in chapter one. This was the main data collection instrument used by the researcher. In specific terms the researcher made use of personal administration of the questionnaire. This was adopted to increase level of response as compared to mailing hence enhancing accuracy as this provides the opportunity for clarification and explanation of some aspects.

3.7.2 Interviews

Direct conversation (face to face) between the researcher and respondents was done. In this case where particular information was needed, semi structured interviews were used in connection with the questionnaires. The questions asked were in line with what was researched as found in the appendices. Interviews were conducted to acquire primary data and they provided additional information that was missed in the questionnaires hence made the study comprehensive and detailed. Four interviews were conducted in this study which included the following DMC officials, Human resource officer, Head of Land and Urban Planning, Acting Municipal Treasurer and one other official council.

3.7.3 Documentary reviews

A number of documents related to the case study were reviewed by the researcher under this method; these included the standing order of 2009, Employment Labor Relations Act 2004, Dodoma Municipal Council Profile 2012 and Local which helped to supplement the primary data collected by the researcher. The method helped the researcher understand the magnitude of the factors affecting the performance of employees' at workplace.

3.8 Reliability and Validity

Reliability and validity are the two most important quality control variable in research design (Kothari, 1998). Therefore, it was very important for the researcher to ensure that the research results are reliable and valid. Validity and reliability are the two factors which any research should observe while designing a study (Kothari, 1998).

3.8.1 Reliability

The issue of reliability was considered through structuring various questions that are aligned to the research objectives, which ensures the reliability of the data collected .The data collection instruments were also tested through pilot study to ensure that they could be understood by the intended respondents. In addition the researcher worked closely with his research supervisor to assess the research instruments such as questionnaire before they were dispersed to be used in data collection.

3.8.2 Validity

Validity refers to the degree to which the study accurately corresponds with the specific concept the researcher is attempting to measure (Kothari, 1998). It is a

measure of accuracy on whether the instruments of measurement are actually measuring what they were intended to measure (Kothari, 1998). In this study two types were employed that is content validity and construct validity whereby tools were given to experts of Human resource management for examination since the study topic is related to human resource and also systematic construction of the questions was looked at so as to ensure they make sense and can be easily comprehended by the respondents was done respectively before the actual collection of data.

3.9 Data Analysis

After collecting data, the researcher prepared data for analysis, through data editing, classifying, coding, and entered into a computer using SPSS software. Thereafter data were analysed by using SPSS version 15. Frequencies of various variables were obtained including sex, marital status; gender and others. The findings were summarized and presented in academic tables.

3.10 Ethical Considerations

The study was conducted in the light of various ethical considerations. The following research ethics were highly considered while conducting the research.

- i. Confidentiality: No information given by the respondents was disclosed. This was made possible by coding names to all respondents who participated in the study.
- ii. Informed consent was ensured through presentation of the research aims and expected results to the supervisor and respondents at large. Requirement of consent was be made through voluntary consent of subjects for participation in the study.

- iii. Risk and benefit analysis was considered, where by the researcher explained the potential benefits and risks of the study to the participants.

3.11 Limitations of the Study

3.11.1 Time Constraints

Time set for accomplishment of the research was probably not enough for the researcher to obtain all the relevant information required. Being working personnel this consumed a lot of time for researcher to undertake her study. Despite such constraints, the researcher was able to prepare a timetable so that all activities carried out in this study are completed on time.

3.11.2 Field Work Limitations

The researcher faced some difficulties in collecting data, since some respondents were unwilling to participate in the study. The researcher gave assurance to the respondents that the data provided was privately handled and was not to be disclosed for any illegal purpose.

3.11.3 Sampling Technique

Purposive and convenience sampling techniques used in this study did not provide for a representativeness of the study population, hence the findings can hardly be generalized.

3.12 Unit analysis

The unit of analysis is the major entity that is being analyzed in the study. It is the 'what' or 'whom' that is being studied. In this study, the principal means of data collection is via a survey of the Factors affecting the performance of employees' at workplace in Local Government Authorities the case of Dodoma

Municipal Council. The researcher selected the Dodoma Municipal Council because it provided the necessary information on the topic. This is done to limit the research and make it more convenient.

3.13 Chapter Summary

This chapter discussed the design of the study, types and sources of data collected, data collection methods, validity issues, data analysis methods. Purposely it provided a picture on the ways the research was conducted so as to achieve desired objectives.

CHAPTER FOUR

STUDY FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings the information presented in this chapter was mainly from data collected from questionnaire, interviews and various documents on what has been done to control the situation as well as field data from Dodoma municipal Council office.

4.2 Data Presentation

This section aims at presenting the respondents profile to enable the study establish the extent of judgment one might have in the area of the study. Among the researched respondents characteristics include sex, age, marital status, level of education and working experience of each respondents in the in the organization.

4.2.1 Description of the Respondents

4.2.1.1 Respondents by departments

The study aimed to investigate factors affecting the performance of employees' at workplace in the Local Government Authorities the case of workers in Dodoma Municipal Council. As indicated in table 4.1. 1 (1.3%) of the respondents was from Community development and social welfare. 10 (12.5%) of the respondents were from Health Department, respectively as indicated in the table below. 1 (1.3%) was from Administration Department. 1 (1.3%) of the respondents was from the Finance Department. One (1.3%) of the respondents was from Works Department. One (1.3%) of the respondents was from Agriculture Department. Thirty six (45.0%) of the respondents were from the

primary education department and Twenty nine (36.3%) of the respondents were from the Secondary education department. Majority of the respondents were from Secondary education Department, Primary education department and Health department. The reasons behind this were thought to be associated with the understanding of the study and availability to answer the questionnaires these proportions are represented by the table 4.1 below.

TABLE 4.1: RESPONDENTS' DISTRIBUTION ACCORDING TO DEPARTMENTS

Departments	Frequency	Percentage
Finance	1	1.3
Health	10	12.5
Agriculture	1	1.3
Administration	1	1.3
Works	1	1.3
Primary Education	36	45.0
Secondary Education	29	36.3
Total	80	100.0

4.2.1.2 Respondents by Age

Age of the respondents was considered to be an important decisive factor in assessing factors affecting the performance of employees' at workplace in the Local Government Authorities at the Dodoma Municipal Council. The study revealed that the age distribution of the respondents was greatly made up by the age group between 31-40 years which comprised of 47 (58.8%) of the total respondents. The study findings imply that the selected Departments/Sections

preferred workers who were aged between 31 to 40 years. The Proportions are illustrated by table 4.2.

TABLE 4.2: RESPONDENTS' DISTRIBUTION ACCORDING TO AGE

Age group	Frequency	Percentage
20-30years	11	13.8
31-40 years	47	58.8
41-50 years	15	18.8
51-60 years	7	8.8
Total	80	100.0

4.2.1.3 Gender of the Respondents

Research by Vicente & Idígoras (2014) stated that, in most African societies women are excluded in succession of management and man are given the priority due to cultural beliefs. Table 4.3 presents Gender distribution of the sample for this research. Over (52.5%) comprised of respondents who were male. This was the results of given socio - cultural issues in Tanzanian where males are given an better hand in employment and believed to be more work oriented. Due to the nature of the study it was expected to provide more room for male in the sample because most men are the ones who hold most of the leading positions in most offices. The findings above are illustrated in table 4.3.

TABLE 4.3: RESPONDENTS' DISTRIBUTION ACCORDING TO GENDER

Gender	Frequency	Percentage
Male	42	52.5
Female	38	47.5
Total	80	100.0

4.2.1.4 Marital Status of the Respondents

Marital status was considered as an important factor during this study. The findings revealed the following: 22 (27.5%) of total respondents were single. Nearly two thirds 50 (62.5%) of the respondents were married. Two 2 (2.5%) of the respondents were divorced. While 6 (7.5%) of the respondents were widows/widowers. These figures indicated that respondents had different marital status of different respondents during this study. Thus, married employees were found to make up the utmost number of employees in Departments/ Sections surveyed. This study is in line with Robbins & Judge (2013), who wrote that marriage is one of the variables that hinder an employee's productivity due to the division of commitment between work and family. Table 4.4 shows the marital status in Dodoma Municipal Council.

TABLE 4.4: RESPONDENTS' DISTRIBUTION ACCORDING TO MARITAL STATUS

Marital status	Frequency	Percentage
Single	22	27.5
Married	50	62.5
Divorced	2	2.5
Widows/Widowers	6	7.5
Total	80	100.0

4.2.1.5 Education level of respondents

Again education level was considered as an important aspect when assessing factors affecting the performance of employees' at workplace in Dodoma Municipal Council. This was because, education was assumed to be important in enabling respondents in understanding different questions regarding factors affecting the performance of employees' in Dodoma Municipal council. The study found that 34 (42.5%) of the respondents had qualifications of diploma. 35 (43.8 %) of respondents were Bachelor degree holders. 8 (10%) of respondents had a master degree. 2 (2.5%) of the respondents had certificate qualifications. Only one (1.3%) of the remaining respondent had other qualification which was a vocational training qualification. Therefore, the statistics indicate that all the categories of education are considered during recruitment. However, over half of the respondents had bachelor degrees. Therefore, these statistics imply that graduate employees were preferable; this is supported by one the Human Resources Officers on 20th April 2015 at 09:51 AM stated "*graduates can easily understand the work policies and the work environment the Municipal Council requires*". Table 4.5 illustrates the above findings.

TABLE 4.5: RESPONDENTS' DISTRIBUTION ACCORDING TO THEIR EDUCATION LEVELS

Education levels	Frequency	Percentage
Vocational	1	1.3
Certificate	2	2.5
Diploma	34	42.5
Bachelor degree	35	43.8
Masters	8	10.0
Total	80	100.0

4.2.1.6 Work experience of respondents

Respondents were asked to note down their working experience within Dodoma Municipal Council. The study statistics indicate that 26 (32.5%) have worked with the organization for a period of less than four years. 37(46.3%) have worked between five and ten years with the organization. Eight (10%) of the respondents have worked with the organization for the period between 11 and 15 years. 9 (11.3%) of the remaining respondents worked for the organization for the period over 15 years. The statistics indicate that there is a good combination of experienced and less experienced employees in the Dodoma Municipal Council. However, a greater proportion of the respondents were from the mid experienced employees which comprised more than a third of the total respondents, followed by those with experience of over 15 years figure 4.6 illustrates the work experience within Dodoma Municipal Council.

TABLE 4.6: RESPONDENTS' DISTRIBUTION ACCORDING TO WORK EXPERIENCE

Work experience	Frequency	Percentage
Less than 4 years	26	32.5
5-10 years	37	46.3
11-15 years	8	10.0
Above 15 years	9	11.3
Total	80	100.0

4.2.2 Analysis and discussion of the findings

The factors affecting the performance of employees' at workplace in Local Government Authorities, operational policies and guidelines affecting the performance of employees' at workplace ,work related ethics affecting the performance of employees', desirable office features and equipment related to employees' performance and employee incentives influencing the performance of employees have been analyzed and discussed under this section.

4.2.2.1 Findings on identification of operational policies and guidelines affecting the performance of employees' at workplace.

Identification of the existence of operational policies and guidelines that affect the performance of employees' at workplace, Awareness of operational policies and guidelines, organization practices of policies and guidelines, degree level of practice of policies and guidelines in DMC and extent of influence of the policies and guidelines to employees' performance in Dodoma Municipal Council are presented under this section.

- *Existence of Operational Policies and Guidelines*

The study was interested in finding out from the respondents whether there were any operational policies and guidelines in existence at the DMC. The study findings show that 69 (86.3%) of total respondents from the DMC agreed that operational policies and guidelines existed. 5 (6.3%) of the respondents disagreed on the existence of the operational policies and guidelines at DMC. Only 6 (7.5%) of the respondents did not have an idea of the existence of these policies and guidelines. The statistical findings signify that majority of the respondents knew of the existence of the operational policies and guidelines at DMC hence having a major influence on the respondents performance at workplace. See table 4.7 below as illustrates the above study findings.

TABLE 4.7: EXISTENCE OF OPERATIONAL POLICIES AND GUIDELINES

Response	Frequency	Percentage
Yes	69	86.3
No	5	6.3
I don't Know	6	7.5
Total	80	100.0

- *Awareness of the Operational policies and guidelines*

The study attempted to find out the awareness of the respondents on the concept of operational policies and guidelines. The study findings show that 68 (85.0%) of total respondents from the Dodoma Municipal Council were aware of the operational policies and guidelines plus how they work. 10 (12.5%) of the respondents had no awareness on the policies and guidelines being used in the organization. Only 2 (2.5%) of the respondents did not have any

knowledge on the policies and guidelines used in the organization. The statistical findings signify that majority of the respondents are aware of the policies and guidelines and hence having their performance greatly influenced by them. See table 4.8 below as illustrates the above study findings.

TABLE 4.8: AWARENESS OF OPERATIONAL POLICIES AND GUIDELINES

Response	Frequency	Percentage
Yes	68	85.0
No	10	12.5
I don't Know	2	2.5
Total	80	100.0

- *Respondents' Knowledge on practice of operational policies and guidelines*

The study attempted to find respondents' understanding of the policies and guidelines that are practiced by Dodoma Municipal Council. The study findings indicate that 63 (78.8%) of the respondents showed that the organization practiced policies and guidelines. 2 (2.5%) of the respondents shows that the organization did not practice policies and guidelines. 15 (18.8%) of the respondents did not know the question. From the statistics above, the study findings implies that the organization did practice the operational policies and guidelines. Nevertheless, the question remains to what levels of practice, how effective and regularly done in the organization. Table 4.9 illustrates the findings.

TABLE 4.9: PRACTICE OF OPERATIONAL POLICIES AND GUIDELINES

Response	Frequency	Percentage
Yes	63	78.8
No	2	2.5
I don't know	15	18.8
Total	80	100.0

- *Degree of practice of policies and guidelines at DMC*

The respondents were asked to choose from the statements which aimed to explore information on the degree of the practice of policies and guidelines in the organization. The findings of the study indicated that fourteen (17.5%) of the respondents agreed that policies and guidelines in the organization were strongly well done and satisfactory. 39 (48.8%) of the respondents indicated that policies and guidelines in the organization were well done and satisfactory. 13 (16.3.3%) of the respondents indicated that policies and guidelines were fairly done and not satisfactory to the employees. While the remaining 11(13.8%) respondents showed that the organization did not have working policies and guidelines in the organization. The statistics indicate that almost half of the respondents were satisfied with the organization's practice of policies and guidelines. Therefore, the statistics support that respondents are satisfied with practice policies and guidelines in the organization and therefore needed to maintain the practice. This is supported by an Administrative officer on 20th may 2015 at 03:51 PM, stated that" *Policies and guidelines should be maintained within the organization and all employees should put more effort in*

fully participating in the following the policies and guidelines.” table 4.10 illustrates the above findings.

TABLE 4.10: DEGREE OF PRACTICE OF POLICIES AND GUIDELINES

Response	Frequency	Percentage
Strongly practised	14	17.5
Satisfactorily practised	39	48.8
Fairly practised	13	16.3
Not practised	11	13.8
Not sure	3	3.8
Total	80	100.0

- *Extent to which operational policies and guidelines Influence the performance of employees at DMC*

The study aimed to explore the extent at which operational policies and guidelines influenced the performance of employees, respondents were asked to rank if they thought policies and guidelines strongly influenced, satisfactorily influenced, fairly influenced, and not influenced at all and not sure. The study findings indicated that 11 (13.8%) of the respondents agreed that policies and guidelines strongly influenced the performance. 44 (55.0%) of the respondents showed that policies and guidelines satisfactorily influenced performance of employees. 14 (17.5%) of the respondents showed that employee performance was fairly influenced. 2(2.5%) of the respondents showed that the policies and guidelines had no influence on performance of employees. Only 9(11.3%) were not sure of the influence that policies and guidelines had on employees’

performance in the organization. Therefore, the study finding implies that policies and guidelines played an important role for the organization development in relation to improving the performance of employees'. Therefore, all public organizations should understand the important role played by Policies and guidelines for their development. Table 4.11 illustrates the above findings.

TABLE 4.11: RESPONDENTS' OPINION ON HOW OPERATIONAL POLICIES AND GUIDELINES INFLUENCE PERFORMANCE OF EMPLOYEES AT DMC

Response	Frequency	Percentage
Strongly Influenced	11	13.8
Satisfactorily influenced	44	55.0
Fairly Influence	14	17.5
No Influence	2	2.5
Not sure	9	11.3
Total	80	100.0

4.2.2.2 Findings on identification of work ethics affecting the performance of employees' at workplace.

Existence of work ethics that affect the performance of employees' at workplace, Awareness of some of the work ethics used in the organization, extent of level of influence of work ethics in DMC are presented under this section.

- *Existence of work ethics*

The study was interested in finding out from the respondents whether they were any work ethics in existence at the DMC. The study findings show that 68 (85.0%) of total respondents from the DMC agreed that work ethics existed. 2(2.5%) of the respondents disagreed on the existence of the work ethics at DMC. 6 (7.5%) of the respondents did not have an idea of the existence of these policies and guidelines. Only 4 (5.0%) were not sure of the existence of these work ethics. The statistical findings signify that majority of the respondents knew of the existence of the work ethics at DMC hence having a major influence on the respondents performance at workplace. See Table 4.12 below as illustrates the above study findings.

TABLE 4.12: RESPONDENTS' RESPONSE TO EXISTENCE OF WORK ETHICS AT DMC

Response	Frequency	Percentage
Yes	68	85.0
No	2	2.5
I don't Know	6	7.5
Not sure	4	5.0
Total	80	100.0

- *Dress code at Dodoma Municipal Council*

The study was interested in finding out from the respondents whether dress code was one of the work ethics. The study findings show that 65 (81.3%) of total respondents from the DMC agreed that dress code was one of the work ethics that existed. 15(18.8%) of the respondents disagreed on the existence of

dress code as one of the work ethics at DMC. The statistical findings signify that majority of the respondents knew of the existence of the dress code as one of the work ethics at DMC hence having a major influence on the respondents performance at workplace, This is supported by the Human Resource Director on 1st May 2015 at 3.30 pm, stated that “*Dodoma Municipal council has a strict policy on dress code for all public servants and this policy is strictly followed, upon breach punishment is given to rectify the problem*” Table 4.13 below as illustrates the above study findings.

TABLE 4.13: RESPONDENTS’ OPINION ON DRESS CODE AS A WORK RELATED MORAL VALUE

Response	Frequency	Percentage
Yes	65	81.3
No	15	18.8
Total	80	100.0

- *Time Management at Dodoma Municipal Council*

The study was interested in finding out from the respondents whether time management was among the work ethics. The study findings show that 65 (81.3%) of total respondents from the DMC agreed that time management was one of the work ethics that existed. 15(18.8%) of the respondents disagreed on the existence of Time management as one of the work ethics at DMC. The statistical findings signify that majority of the respondents knew of the existence of the Time management as one of the work ethics at DMC hence having a major influence on the respondents performance at workplace by having all

employees report on time to start the planned activities by the organization. See table 4.14 below as illustrates the above study findings.

TABLE 4.14: RESPONDENTS' OPINION ON TIME MANAGEMENT AS A MORAL VALUE

Response	Frequency	Percentage
Yes	65	81.3
No	15	18.3
Total	80	100.0

- *Confidentiality at Dodoma Municipal Council*

The study was also interested in finding out from the respondents whether confidentiality was among the work ethics. The study findings show that 38 (47.5%) of total respondents from the DMC agreed that confidentiality was one of the work ethics that existed. 42(52.5%) of the respondents disagreed on the existence of confidentiality as one of the work ethics at DMC. The statistical findings signify that majority of the respondents disagreed on the existence of the confidentiality as one of the work ethics at DMC hence having a major poor influence on the respondents performance at workplace since employees are not confidential about very important issues within the organization. Table 4.15 below as illustrates the above study findings.

TABLE 4.15: RESPONDENTS' OPINION ON CONFIDENTIALITY AS A WORK ETHIC

Response	Frequency	Percentage
Yes	38	47.5
No	42	52.5
Total	80	100.0

- *Employees' Work plan at Dodoma Municipal Council*

The study was interested in finding out from the respondents whether work plan was among the work ethics. The study findings show that 61 (76.3%) of total respondents from the DMC agreed that work plan was one of the work ethics that existed. 19 (23.8%) of the respondents disagreed on the existence of work plan as one of the work ethics at DMC. The findings signify that majority of the respondents agreed on the existence of the work plan as one of the work ethics at DMC hence having a major influence on the respondents performance at workplace since employees were fully aware of the planned activities they were supposed to do and also the resources that they used to carry out the activities. Table 4.16 below illustrates the narrated study findings.

TABLE 4.16: RESPONDENTS' OPINION ON WORK PLAN AS A WORK ETHIC AT DMC

Response	Frequency	Percentage
Yes	61	76.3
No	19	23.8
Total	80	100.0

- *Transparency at workplace*

The study was interested in finding out from the respondents whether transparency was among the work ethics. The study findings show that 37 (46.3%) of total respondents from the DMC agreed that transparency was one of the work ethics that existed. 43 (53.8%) of the respondents disagreed on the existence of transparency as one of the work ethics at DMC. The statistical findings signify that majority of the respondents disagreed on the existence of the transparency as one of the work ethics at DMC hence no major influence on the respondents performance at workplace. Table 4.17 below as illustrates the above study findings.

TABLE 4.17: RESPONDENTS' OPINION ON TRANSPARENCY AS A WORK ETHIC AT DMC

Response	Frequency	Percentage
Yes	37	46.3
No	43	53.8
Total	80	100.0

- *Accountability at work place*

The study was also interested in finding out from the respondents whether accountability was among the work ethics. The study findings show that 23(28.8%) of total respondents from the DMC agreed that accountability was one of the work ethics that existed. 57 (71.8%) of the respondents disagreed on the having Accountability as one of the work ethics at DMC. The statistical findings signify that majority of the respondents disagreed on the existence of

the accountability as one of the work ethics at DMC hence had no major influence on the respondents performance at workplace. Table 4.18 below as illustrates the above study findings.

TABLE 4.18: RESPONDENTS' OPINION ON ACCOUNTABILITY AS A MORAL VALUE AT DMC

Response	Frequency	Percentage
Yes	23	28.8
No	57	71.3
Total	80	100.0

- *Self discipline at Dodoma Municipal Council*

Furthermore the study was much interested in finding out from the respondents whether accountability was among the work ethics. The study findings show that 23(28.8%) of total respondents from the DMC agreed that accountability was one of the work ethics that existed. 57 (71.8%) of the respondents disagreed on the existence of Accountability as one of the work ethics at DMC. The statistical findings signify that majority of the respondents disagreed on the existence of the accountability as one of the work ethics at DMC hence had no major influence on the respondents performance at workplace. See Table 4.19 below as illustrates the above study findings.

TABLE 4.19: RESPONDENTS' OPINION ON SELF DISCIPLINE AS A WORK ETHIC AT DMC

Response	Frequency	Percentage
Yes	23	28.8
No	57	71.8
Total	80	100.0

- *Use of proper language with colleagues at workplace*

The study was also interested in finding out from the respondents whether proper language was among the work ethics. The study findings show that 25(31.3%) of total respondents from the DMC mentioned that proper language with colleagues was one of the work ethics that existed. 55 (68.8%) of the respondents did not mention proper language as one of the work ethics at DMC. The statistical findings signify that majority of the respondents disagreed on the fact that proper language was one of the work ethics at DMC hence had major influence on the respondents performance at workplace. Table 4.20 illustrates the above study findings.

TABLE 4.20: RESPONDENTS' OPINION ON USE OF PROPER LANGUAGE AS A WORK ETHIC AT DMC

Response	Frequency	Percentage
Yes	25	31.3
No	55	68.8
Total	80	100.0

- *Extent to which work ethics influence employees' performance at DMC*

The study aimed to exploit information on the extent of influence of work ethics on the performance of employees' at workplace in the organization. The study findings show that 28(35.0%) of total respondents from the DMC mentioned that work ethics strongly influenced the performance of employees'. 32 (40.0%) of the respondents mentioned that work ethics satisfactorily influenced the performance, 10(12.5%) showed that ethics fairly influenced the performance, 2(2.5%) felt that ethics had no influence on the performance at DMC. Only 8(10.0%) were not sure whether ethics influenced the performance of employees' at work place. The statistical findings signify that majority of the respondents were satisfactorily influenced by work ethics at DMC. See Table 4.21 below as illustrates the above study findings.

TABLE 4.21: RESPONDENTS' OPINION ON WORK ETHICS INFLUENCE PERFORMANCE OF EMPLOYEES AT DMC

Response	Frequency	Percentage
Strongly Influenced	28	35.0
Satisfactorily influenced	32	40.0
Fairly Influence	10	12.5
No Influence	2	2.5
Not sure	8	10.0
Total	80	100.0

4.2.2.3. Identification of desirable office features and equipment related to employees' performance.

Existence of desirable office features and equipment that affect the performance of employees' at workplace, Awareness of some of the desired office equipment used in the organization, extent of level of influence of desirable office equipment and features in DMC are presented under this section.

- *Existence of enough desirable office equipment and features available for employees' to perform duties at workplace.*

The study investigated knowledge of the respondents on the existence on the desirable office equipment for employees' to perform duties within the DMC. The study findings indicate that 15 (18.8%) of the respondents showed that the Dodoma Municipal council had enough office equipment required for work to be done. 65 (78.8%) did not agree with the fact that office equipment were in plenty to facilitate performance of employees' at DMC .Only 2(2.5%) showed they that didn't not have an idea on whether the council had enough office equipment to facilitate performance of employees' at DMC in other wards respondents did not know anything about the question asked. The study findings suggest that over half of the respondents were of the position that DMC did not have enough office equipment to facilitate performance. Therefore, the study findings confirm that a the Dodoma Municipal Council doesn't not have enough office equipment that could facilitate employees' performance at workplace hence led to poor performance among the employees' in the organization Table 4.22 illustrates the study findings.

TABLE 4.22: RESPONDENTS' VIEWS ON AVAILABILITY OF OFFICE EQUIPMENT AT DMC

Response	Frequency	Percentage
Yes	15	18.8
No	65	78.8
I don't know	2	2.5
Total	80	100.0

- *Availability of Office shelves at Dodoma Municipal Council*

The study was interested in finding out from the respondents whether they knew what office equipment they required to perform their duties, among the mentioned was office shelves. The study findings show that 60 (75.0%) of total respondents from the DMC agreed that office shelves were very important office equipment needed to facilitate proper storage of files at DMC. 20(25.0%) of the respondents did not show that office shelves were important office equipment. The statistical findings signify that majority of the respondents agreed on having enough office shelves to facilitate proper storage of office records and files of employees which in turn make referencing easy and improve performance of the organization table 4.23 as illustrates the study findings.

TABLE 4.23: RESPONDENTS' OPINION ON THE NEED FOR OFFICE SHELVES AT DMC

Response	Frequency	Percentage
Yes	60	75.0
No	20	25.0
Total	80	100.0

- *Office Computers at Dodoma Municipal Council*

The study findings show that 61 (76.3%) of total respondents from the DMC agreed that computers were very important office equipment needed to facilitate job tasks at DMC. 19(23.8%) of the respondents did not show that computers were important office equipment. The statistical findings signify that majority of the respondents agreed on the need of having enough computers to facilitate job tasks, This was supported by one of the registry officer on 18th may 2015 at 12.00pm, stated that *“The registry office is very crowded in the sense that many employee files are lying around, hence if computers are provided many employee files will be stored safely in computers therefore avoiding the overcrowding”* table 4.24 shows the findings.

TABLE 4.24: RESPONDENTS’ OPINION ON THE NEED FOR OFFICE COMPUTERS AT DMC

Response	Frequency	Percentage
Yes	61	76.3
No	19	23.8
Total	80	100.0

- *Office tables at Dodoma Municipal Council*

The study findings show that 48 (60.0%) of total respondents from the DMC agreed that office tables were very important office equipment needed to facilitate work performance at DMC. 32(40.0%) of the respondents did not show that office tables were important office equipment. The statistical findings signify that majority of the respondents agreed on the need of having enough office

tables to facilitate employee work performance. Table 4.25 illustrates the above findings.

TABLE 4.25: RESPONDENTS' OPINION ON THE NEED FOR OFFICE TABLES AT DMC

Response	Frequency	Percentage
Yes	48	60.0
No	32	40.0
Total	80	100.0

- *Office chairs at Dodoma Municipal Council*

The study findings also show that 56 (70.0%) of total respondents from the DMC agreed that office chairs were very important office equipment needed to facilitate work performance at DMC. 24(30.0%) of the respondents did not show that office chairs were important office equipment. The statistical findings signify that majority of the respondents agreed on having enough office chairs to facilitate employee work performance. See table 4.26 below as illustrates the above study findings.

TABLE 4.26: RESPONDENTS' OPINION ON THE NEED FOR OFFICE CHAIRS AT DMC

Response	Frequency	Percentage
Yes	56	70.0
No	24	30.0
Total	80	100.0

- *Sufficient office space at Dodoma Municipal Council*

Sufficient office space was another requirement mentioned among the required office equipment at Dodoma Municipal council. The respondents were asked to show their responses on the need of sufficient office space in the Dodoma Municipal council. The study findings indicate that 25 (31.3%) of the respondents showed that enough office space was necessary office equipment to facilitate performance. 55 (68.8%) of the respondents showed that enough office space was not a necessity in DMC. From the above findings, the study confirms that not many employees' at the organization need office space to facilitate the job performance. Table 4.27 illustrates the above findings.

TABLE 4.27: RESPONDENTS' OPINION ON THE NEED FOR SUFFICIENT OFFICE SPACE AT DMC

Response	Frequency	Percentage
Yes	56	70.0
No	24	30.0
Total	80	100.0

- *Influence of office equipment on employees' performance at DMC*

The study also aimed to explore the extent at which office equipment influenced the performance of employees , respondents were asked to rank if they thought office equipment strongly influenced, satisfactorily influenced, fairly influenced, not influenced at all and not sure. The study findings indicated that 24 (30.0%) of the respondents agreed that office equipment strongly influenced the performance. 36 (45.0%) of the respondents showed that office equipment satisfactorily influenced performance of employees. 17 (21.3%) of the

respondents showed that employee performance was fairly influenced. 3(3.8%) of the respondents showed that the office equipment had no influence on performance of employees.. Therefore, the study finding implies that office equipment played an important role for the organization development in relation to improving the performance of employees'. Therefore, all public organizations should understand the important role played by office equipment in employees' performance for the organizations development. The table 4.28 below illustrates the findings.

TABLE 4.28: RESPONDENTS' OPINION TOWARDS OFFICE EQUIPMENT INFLUENCE ON PERFORMANCE OF EMPLOYEES AT DMC

Response	Frequency	Percentage
Strongly Influenced	24	30.0
Satisfactorily influenced	36	45.0
Fairly Influence	17	21.3
No Influence	3	3.8
Total	80	100.0

4.2.2.4 *Incentive packages provided to employees' at Dodoma Municipal Council.*

Provision of incentive packages that influence performance of employees' at workplace, Most important incentive at the DMC, extent of level of influence of incentive packages in DMC are presented under this section.

- *Provision of fringe benefits to DMC employees'*

The study investigated knowledge of the respondents to see whether fringe benefits were an essential incentive given to employees to facilitate their performance at DMC. The study findings indicate that 60 (75.0%) of the respondents showed that the Dodoma Municipal council employees received fringe benefits as an incentive. 20 (25%) did not agree with the fact that fringe benefits was provided as an incentive at in plenty to facilitate performance of employees' at DMC. Therefore, the study findings confirm that the Dodoma Municipal Council does provide fringe benefits to its employees and hence provide employees with motivation to employees' which in turn increases their performance. This was as supported by the ELRA act of 2004 that all public employees' are entitled to fringe benefits. Table 4.29 illustrates the above findings.

TABLE 4.29: RESPONDENTS' OPINION TOWARDS PROVISION OF FRINGE BENEFITS AS INCENTIVES AT DMC

Response	Frequency	Percentage
Yes	60	75.0
No	20	25.0
Total	80	100.0

- *Promotions as incentive packages provided at DMC*

The study investigated knowledge of the respondents to see whether promotion was among the incentives given to employees to facilitate their performance at DMC. The study findings indicate that 73 (91.5%) of the respondents showed that the Dodoma Municipal council employees received promotion as an

incentive. 7 (8.8%) did not agree with the fact that promotion was provided as an incentive to facilitate performance of employees' at DMC. Therefore, the study findings confirm that the Dodoma Municipal Council does provide promotions to its employees and hence employees feel motivated to employees' which in turn boosts their performance level. Table 4.30 below indicates the above study findings.

TABLE 4.30: RESPONDENTS' OPINION TOWARDS PROMOTIONS AS AN INCENTIVE AT DMC

Response	Frequency	Percentage
Yes	60	75.0
No	20	25.0
Total	80	100.0

- *Recognition of best performers as an incentive package at Dodoma Municipal Council*

The study investigated knowledge of the respondents to see whether recognition was among the incentives given to employees to boost the performance at DMC. The study findings indicate that 40 (50.0%) of the respondents showed that the Dodoma Municipal council employees received recognition as an incentive. 40 (50.0%) did not agree with the fact that recognition was provided as an incentive to facilitate performance of employees' at DMC. Therefore, the study findings confirm that the Dodoma Municipal Council does provide promotions to its employees and hence employees feel motivated to employees' which in turn boosts their performance level but also half of the employees'

showed that it is not shown to all employees' at the Dodoma municipal Council. Table 4.31 illustrates the above findings.

TABLE 4.31: RESPONDENTS' OPINION TOWARDS RECOGNITION OF BEST PERFORMERS AS AN INCENTIVE AT DMC

Response	Frequency	Percentage
Yes	40	50.0
No	40	50.0
Total	80	100.0

- *Other incentives provided to employees' at DMC*

This part wanted to discover whether other incentives were provided at the Dodoma Municipal Council that the employees' felt were given at the organization and played a major role in influencing the work performance. The study findings indicate that 4 (5.0%) of the respondents showed that transport allowance was another incentive provided, 12 (15.0%) showed that overtime payments was an incentive provided at the DMC, 36 (45.0%) of the respondents showed that trainings was most provided incentive, 24 (30.0%) showed that health benefits are provided. The study findings suggest that over a half of the respondents agreed that trainings were majorly given to employees' as incentives that help them in understanding the job tasks better to ensure good performance as illustrated in the table 4.32. Therefore, the study findings confirm that trainings are carried out in the organization to ensure that employee performance is done and understood effectively.

TABLE 4.32: OTHER INCENTIVE PACKAGES PROVIDED TO EMPLOYEES' AT DMC

Incentives	Frequency	Percentage
Transport	4	5.0
Overtime	12	15.5
Trainings	36	45.0
Health benefits	24	30.0
Total	80	100.0

- *Most Important Incentive Package provided for the employees' at DMC*

The researcher was interested in understanding what the employees' thought was the most important incentive that needed to be provided to improve the employees' performance at DMC. The study findings indicate that 3 (3.8%) of the respondents showed that the employee housing schemes was important, 24 (30.0%) showed that fringe benefits were most important, 49 (61.0%) showed that promotions were most important incentive to employees and 4 (5.0%) showed that recognition was important incentive to the employees. From the statistics above, the study findings implies promotions are most important to employees since they get to get to other levels therefore work hard to achieve the promotions regularly done in the organization. Table 4.33 illustrates the above statistical findings.

TABLE 4.33: MOST IMPORTANT INCENTIVE PACKAGE PROVIDED TO EMPLOYEES' AT DMC

Most important Incentive	Frequency	Percentage
Housing scheme	3	3.8
Fringe benefits	24	30.0
Promotions	49	61.0
Recognition	4	5.0
Total	80	100.0

- *The influence of Incentive packages towards employees' performance at workplace in DMC*

The study aimed to explore the extent at which employee incentives influenced the performance of employees, respondents were asked to rank if they thought the incentive packages caused early report to work, timely accomplishments of tasks, respect amongst colleagues, inner satisfaction with the job and loyalty to the job. The study findings indicated that 10 (12.5%) of the respondents agreed that incentives caused early report and start work early 29(36.3%) of the respondents showed that incentives influenced employees in the aspect of timely accomplishments of tasks, 9 (11.3%) of the respondents showed that fostering work teams, 4(5.0%) of the respondents showed that incentives caused respect amongst work colleagues in the organization, 16(20.0%) showed that inner satisfaction with the job was caused. Only 12(15.0%) showed loyalty to the organization once incentives were provided. Therefore, the study finding implies that incentive packages played an important role for the organization development in relation to improving the performance of

employees'. Therefore, all public organizations should understand the important role played by incentive packages in employees' performance for the organizations development. Table 4.34 illustrates the findings above.

TABLE 4.34: THE INFLUENCE OF INCENTIVE PACKAGES TOWARDS EMPLOYEES' PERFORMANCE AT DMC

Response	Frequency	Percentage
Early report to work	10	12.5
Timely accomplishment of tasks	29	36.3
Fostering team work	9	11.3
Respect among colleagues	4	5.0
Inner satisfaction	16	20.0
Loyalty to the Organization	12	15.0
Total	80	100.0

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter presents the conclusion on issues raised in the study together with the recommendations. The chapter starts by presenting the conclusion and finally the recommendations on various issues that may be useful in the whole process of understanding factors that affect the performance of employees' at work place in the Local Government Authorities in Tanzania, more specifically by Dodoma Municipal Council. Finally suggestions for further studies were made.

5.2 Conclusion

A number of objectives had to be achieved by the researcher from this study and this conclusion is in line with them respectively.

To begin with, the study wanted to identify the policies and guidelines which contribute to employees' performance at workplace. Based on the findings in chapter four, it can be concluded that in Dodoma Municipal Council 86.3% of the respondents responded that, the organization policies and guidelines did exist in the organization and played a great role in relation to employees' performance. 6.3% of the respondents responded that the organization did not have policies and guidelines. Furthermore the findings show that only 48.8% agreed that policies and guidelines were practiced in the organization and 55.0% agreed that the operational policies and guidelines satisfactorily influenced employees' performance. Due to the findings, it indicates that the organization has

operational policies and guidelines on ground and they are satisfactorily practiced to ensure performance from employees’.

The study wanted to assess awareness of work ethics among employees’ that influence performance of employees’ at work place. The findings indicated majority of employees’ were aware of employees ethics and this was confirmed at a 85.0%, The main work ethics included dress code at 81.3%,monthly and yearly plan at 76.3%, time management at 81.3% and which all satisfactorily influence employees’ performance at 40.0% .

Furthermore the study wanted to recognize desirable office features and equipment related to employees’ performance at workplace, based on the findings 78.8% of the respondents showed that Dodoma Municipal Council did not have enough office features to facilitate performance of employees’ the desired office features and equipment by the respondents included office shelves at 75.0%, office computers at 60.0% and office chairs at 70.0% this led to respondents showing that the office equipment and features influenced employees’ performance at a satisfactorily level which 45.0% of the employees agreed.

Finally the study wanted to explore incentives which encourage employees’ performance at workplace in the Local Government Authorities. The findings indicated that provided incentives at DMC included fringe benefits showed by 75.0% of the respondents, promotions showed by 91.0% of the respondents and recognition showed by 50.0% Of the respondents. Furthermore other incentives were mentioned by 45.0 % of the respondents and this was trainings which led to promotions being the most important incentive provided to the employees’ at

DMC this was showed by 91.5% of the respondents. With all these incentives, the respondents agreed that incentive packages at DMC influenced employees' performance with timely accomplishments of tasks within the organization.

5.3 Recommendations

According to the study findings, the following recommendations came into light;

- i. The management of Dodoma Municipal Council should continue making the operational policies and guidelines clear to all employees and new employees' in the organization. This should be done through provision of policies and guidelines to new employees' upon recruitment into the organization and hold seminars, workshops to make clarity in regards to the policies to all employees' in the organization.
- ii. Dodoma Municipal council management should continue incorporating the work ethics and strongly prove the importance of work ethics among employees. As an organization, together with its employees acceptable and worthy ethics should be agreed upon by all that would be observed by employees' with the guidance of employment laws so as to ensure effective employee performance.
- iii. Dodoma Municipal Council should adopt innovative approaches to provision of enough office equipment such as office shelves, tables, chairs and computers. This is due to the fact the over half of the employees reported that the council lacked enough office equipment to facilitate job performance. Management should take good care of the equipment upon provision by ensuring close monitoring of the maintenance to ensure durability for effective functioning.

- iv. Despite the observation that the Dodoma Municipal Council provides a number of incentive packages to its employees' the researcher recommends that poor performance must be pointed out during performance evaluations within the municipal, counseled and corrected as appropriate. Where necessary, prolonged poor performance must be accompanied by corrective measures. In as much as good performance that is not recognized and rewarded workers will become de-motivated, so is poor performance of colleagues that remains uncorrected.
- v. It is very imperative to raise employees' confidence by improving their working conditions as supported by the self efficacy theory, so that the quality and quantity of performance at the DMC is improved and maintained.
- vi. A wider and representative study on this subject; Assessment of factors affecting the performance of employees' at workplace to be conducted nationwide.

5.4 Areas for further study

The findings of this study did not exhaust all technicalities of the affecting performance of employees' at workplace in Local Government Authorities. Therefore, other researchers should conduct studies in other organizations including those located in remote areas of the country and also in the health sector which also plays a significant role in or economy.

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APPENDICES

APPENDIX A: QUESTIONNAIRES

Introduction

Dear Sir/Madam

This survey is part of the research project to assess the factors affecting employees' Performance at workplace in the Local Government Authorities in Tanzania. The purpose of this study is to obtain data on issues affecting the employees' Performance at workplace in Dodoma Municipal Council.

You have been selected as one of the respondents in this survey. Your answers will make great contribution in this research work. All information that you provide will be used only for academic purposes and will be treated confidentially.

Part One: Personal information

1. Name of the department.....
2. Approximately how long have you worked at this organization? (*circle the relevant answer*)
 - i) less than 4 years
 - ii) 5-10 year
 - iii) 11- 15 years
 - iv) Above 15 years
3. In which of the following categories does your current age fall? (*Circle the appropriate answer*)
 - i) 20-30 years
 - ii) 31-40 years
 - iii) 41-50 years
 - iv) 51-60 years
 - v) 60 +
4. Please indicate your Gender (*circle whichever is relevant*)
 - i) Male
 - ii). Female
5. Please indicate your current marital status. (*Circle whichever is relevant*)
 - i) Single
 - ii) Married
 - iii) Divorced
 - iv). Widow/ widower
6. Please indicate your level of Education (*tick the relevant answer*)
 - i) Certificate
 - ii) Diploma
 - iii). Bachelor degree
 - iv) .Masters
 - v) Vocational training

Part Two: Identification of Operational Policies and Guidelines affecting employees' Performance at workplace.

7. Does your organization have operational policies and guideline that affect your performance? (*Circle the relevant answer*)
i) Yes ii). No iii). I don't know
8. .Are you aware of the operational policies and guidelines of your organization that affect your performance? (*Circle the relevant answer*)
i) Yes ii). No iii). I don't know
9. Does your organization put into practice the policies and guidelines it has stipulated? (*Circle the relevant answer*)
i) Yes ii). No iii). I don't know
10. In your opinion, choose the most appropriate statement which indicates the degree to which policies and guidelines are practiced in your organization. (circle the relevant)
- i) Strongly practiced
 - ii)) satisfactorily practiced
 - iii) Fairly practiced
 - iv) Not practiced at all
 - v) Not sure
- 11.) To what extent has your Organization policies and guidelines influenced your work performance?
- I) Strongly influenced ii) satisfactorily influenced iii) fairly influenced
 - iv) Not influenced at all v) not sure

Part Three: Identification of Work related ethics affecting employees' performance at workplace.

12a) Does your Organization have any work ethics that guide workers' performance?

- i) Yes ii). No iii). I don't know iv) not sure

b.) If the answer is *YES*, mention some of those work ethics?

- i. -----

- ii. -----

- iii. -----

- iv. -----

- v. -----

c) To what extent has your Organizational ethics influenced your work performance?

- i) Strongly influenced ii) satisfactorily influenced iii) fairly influenced
iv) Not influenced at all v) not sure

Part Four: Identification of desirable features and equipment related to employees' Performance.

13) Does your organization have enough office equipment available for employees to perform their duties? (*Circle the relevant answer*)

- i) Yes ii) No iii). I don't know

b) If the answer is *NO*, what do you think are the required equipment in your office?

- i. -----

- ii. -----

- iii. -----

- iv. -----

- v. -----

c).To what extent have the required office equipment influenced your performance?

- i) Strongly influenced ii) satisfactorily influenced iii) fairly influenced
- iv) Not influenced at all v) not sure

Part Five: Incentive Packages to Employees’ at Dodoma Municipal Council.

14). Please indicate which of the following incentive package(s) is/are provided for employees at Dodoma Municipal Council. (Please circle the provided incentives).

- i). Employee housing loan scheme.
- ii) Fringe benefits (i.e. allowances)
- iii) Promotions.
- iv). Recognition.
- e). others (specify).....

15). Please identify which incentive package is most important to you by choice of preference? (Please choose one incentive)

i. Employee housing loan scheme

ii. Fringe benefits (i.e. allowances)

iii. Promotions

iv. Recognition

16). In what ways do these packages influence your performance?

I. Report and start work early ii. Timely accomplishments of tasks iii.

Fostering work teams

iv. Respect amongst colleague v. Inner satisfaction with my job vi. Loyalty to

the organization.

Thank you very much for your co-operation!

APPENDIX B: INTERVIEW QUESTIONS

STAFFS

Question 1

Are employees' aware of the operational policies and guidelines present at Dodoma Municipal Council?

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Question 2

How does Dodoma Municipal Council ensure that policies and guidelines are adhered to by employees' in the organizations?

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Question 3

Describe some of the essential work ethics found among employees' at Dodoma Municipal Council?

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Question 4

Do you have enough equipment to facilitate information storage at Dodoma Municipal Council?

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Question 5

What kind of incentive package is mostly enjoyed by the employees' at Dodoma Municipal Council?

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APPENDIX C: DOCUMENTARY REVIEW GUIDE

The following is the list of information extracted from the reviewed documents at Dodoma Municipal Council

- Promotions of Employees at Dodoma Municipal Council
- Provision of Fringe benefits to employees'
- Code of Good Practice among the employees' at Dodoma Municipal Council