

Factors Affecting Staff Performance at Vick Fish Co. Ltd, Kagera Region, Tanzania

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Abstract: Management of resources is very crucial to every work organization. of all the resources that companies and work organizations are keen to observe, human resources rank the first. This study aimed at investigating the motivational factors affecting employee's performance, and to address possible solutions that may enhance employee's performance at Vick Fish Company Ltd. The study employed a case study design to enable the researcher to be flexible in acquiring data as it employed more than one technique and a simple random sampling was employed which gave an equal chance for each individual to appear. The study results reveal that motivation and performance are inseparable since employees need more than money to make sure that they have morale for work. Consistent with the findings, the study recommends that the company should have clear and well defined motivation schemes which are more strong compared to the existing one that will encourage employees at Vick Fish Company and other industrial sectors to increase their morale and improve their performance towards better performance of the company.

Keywords: Employee, Staff, Motivation, Performance, Vick Fish, Company.

1. INTRODUCTION

Management of resources is very crucial to every work organization. Of all the resources that companies and work organizations are keen to observe, human resources rank the first. It is human being that lead to the existence of organizations and thus unlike other resources, its management is extra demanding. This assertion therefore implies that without people organizations cannot exist because it is this resource (human) that makes the realization of organizational goals by putting other resources like machines, materials, and landetcinto best effects. Ngirwa (2005) argues that, human beings are the most important resources of any organization. They are resources, which no organization under the sun can totally survive without. He argues that it is normal to find organizations which have no money, or with broken-down machines, without raw materials, methods that do not work, or an information system that does not work. Such organizations can exist and device solutions for these problems example borrow money, repair their machines or purchase new ones, expedite delivery of their raw materials, take corrective measures to make their methods better and information system work. But regardless of the stage of technological advancement, there can be no organization under the sun without people in it.

Cole (1997) comments that, people are the only assets that can actively work against the organizational goals. It is therefore only collaboratively efforts that people can find a release for their latest energy and creativity in the service of the enterprise. It is for this very important observation that people have a reactionary power and thus, human resources depends on how these resources are motivated. It is the wish of the management of work organizations to utilize its work force in longer period of time. The retention of work force involves understanding and fulfillment of numerous obligations. Motivations to employees are among the factors that need to be observed in ensuring the efficient performance as well as retention of workforce. Behavioral scientist admits that the question of what motives are needed

for workers to perform effectively is not an easy answer. Therefore, more efforts should be devoted by the firms to ensure employees are well satisfied.

Meanwhile, many companies in Tanzania do not have systematic human resource strategies, particularly motivation policies to enhance employee's performance. Ngirwa (2005; 34) laments, 'Employee motivation is another poorly understood human resource program by managers, and one that is poorly managed in our work organizations'. High rate of absenteeism and employee's turnover, poor time keeping, high rate of wastes, low quality output and increasing number of disciplinary problems are symptoms of poor motivation. This study therefore, is an attempt to assess the effect of motivation on improving employee's performance. The main objective is to create a situation in which employees can like their job and willingly contribute their efforts towards high organizational performance. Bentley (1996) presents an idea that, helping your people to be motivated to high levels of performance you need to be able to help them tap into their own inner force. In fact, this is the point of goal congruence.

A motivated employee willingly tries hard to contribute his or her best performance towards accomplishing his or her work. The issue of employees work morale in the working place is the function of several factors. As stated in the background of the problem, it is very hard to tell exactly what really motivates employees to work hard. Armstrong (2006) states that "the aim of motivation is to achieve a sense of common purpose by ensuring that, so far as possible, the wants and needs of members are in harmony". Most of work organizations have embarked on different motivational schemes geared to win employees working morale. However, the problem of job dissatisfaction is still found among the working staff. Despite the efforts done by Vick Fish Company LTD to create and provide different motivational benefits to the employees such as good salaries, allowances, trainings, to improve performance yet the rate of job dissatisfaction and decrease in working morale has been observed by the management which creates tension to other related issues that could be prompting the decrease to dissatisfaction.

Also the study conducted by Mutagwa, (1990) on workers motivation in Tanzania public and private enterprises concluded that the problem of worker's lack of motivation is caused by lack of proper identification of worker's needs and low level of workers participation in the formulation of motivational programmes. However, it was established that workers in private enterprises were more motivated than those employed in public enterprises. Thus the study aimed at assessing the effect of motivation on employee's performance at Vick Fish Company LTD with a sense towards better performance by focusing on other motivational factors (intrinsic variables) that the management can focus on as an additional to the basic factors that may motivate employees to work hard. The main objective of this study is to identify and evaluate the motivation factors affecting employees' performance at Vick Fish Company LTD, Tanzania.

2. EMPIRICAL STUDIES

Thomas Stone and Noah Meltz, (1990) conducted a study with insurance company in Italy to assess the role of extrinsic motivation on employees performance. The findings depicted that a more highly educated workforce is demanding more payment and involvement in the workplace. Employees want to be treated better and research shows that, better treatment pays off. The dominant model for understanding and predicting whether a reward is likely to affect worker motivation and effort is the expectations that employees have because expectancy is the worker's perception of the strength and link between efforts and performance.

Motivation policy stresses the need to induce employee to contribute the most of their labor power towards the best performance of their work organization. It assumes that, employers play their role of creating enabling environment which moves employees to willingly contribute towards high standards of the performance for their organizations. It also demands employees to optimize performance of a result of an improved work environment.

Mushy (2012) conducted a study on "incentive and performance in Tanzania Public Service Organizations" the findings showed that, the majority of the respondents were moderately satisfied with the incentive schemes that were provided by the company. The study recommends the need to put a lot of emphasis on the provision and supervision of material and non-material incentives. This is because pay is important to the public servants as it is instrumental in satisfying a number of their most pressing needs. It is significant not only because of what they can buy with it but also as a highly tangible method of recognizing their witness. Equally, important non-material rewards can be focused on the needs most public servants have although to different degrees, for achievement, recognition, responsibility, influence, and personal growth.

Also Sendro, (2011) studied on the contribution of motivation on workers efficiency and management in the construction of the Tanzania-Zambia Railway. His findings concluded that motivation leads to efficiency in the management of construction projects. It was found that workers were motivated by an appropriate salary payment, the right to autonomy and management style that is a combination of all management functions of planning, organizing, directing and controlling.

Comparative study conducted by Mutagwa (1990), on workers motivation in Tanzania public and private enterprises concluded that the problem of workers’ lack of motivation is caused by lack of proper identification of workers needs and low level of workers participation in the formulation of motivational programs. However, it was established that workers in the private enterprises were more motivated to work than those employed in public enterprises.

3. RESEARCH METHODOLOGY

A case study design was employed so as to enable the researcher to be flexible in acquiring data as it employed more than one technique. The research was also a descriptive study. The study was conducted at Vick Fish Company LTD in Kagera Region to identify why in the last five years the company has not been able to outperform its competitors doing similar business like Nile Perch in Mwanza and others doing different business. Best and Khan (1993) states “a population is a group of individuals who have one or more characteristics in common that is of interest to the researcher”. The study population comprised total number of 137employees from Vick Fish Company LTD both permanently and temporally based employees. Permanent employees comprise 17 employees and temporary employees comprises of 120 employees.

The sample size was calculated from temporary employee that contains a total population of 120 while permanent employees was taken as a whole figure of 17 employees since they are present all the time and they have their unique staffs. As a result a sample obtained from temporary employees plus the number of permanent staff identified the number of employees to deal with. A simple random sampling method was used in this study which gives each element an equal and independent chance of being selected. The study involved two sources of data that are primary and secondary data. The primary data are those which were collected afresh and for the first time, and thus happen to be original in character while secondary data on the other hand, were those which have already been collected by someone else and which have already been passed through statistical process. Primary data was collected from the sample population through survey employing questionnaires and interviews. Various documents, books, journal articles and reports related to motivation and employee’s performance both published and unpublished were reviewed.

In this study, data was collected through questionnaire, interviews and observations. Data collection techniques used was both structured and unstructured questionnaires along with interviews. Questionnaires were administered to employees and were filled by the respondents themselves. They were distributed to the employees at Vick Fish Company LTD. Data collected from Vick Fish Company employees were related to the existence or absence of motivational packages. Interviews were another method used to collect data and supplement other collection methods. Vick Fish Company LTD management was interviewed to get their opinions on various motivational issues. Data collected were analyzed both quantitatively and qualitatively. Tables were used to present findings. A statistical package for social scientist (SPSS) computer program was used to analyze quantitative data. Content analysis was used to analyze open-ended questions.

4. FINDINGS AND DISCUSSIONS

The study took into account the respondents personal characteristics and the general information whereby the relationship between variables were analyzed through sex, age, level of education, designation of respondent and working experience.

Table 1 Distribution of respondents by Gender

Gender of respondent	Frequency	Percent
Male	60	55.0
Female	49	45.0
Total	109	100.0

Source: Field Data (2015)

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As shown in table 1 the study has revealed the population distribution of gender whereby the dominant number were represented by male (55%) compared to female who were (45%). This implies that the majority of employees at Vick Fish Company LTD were male. This is because of the nature of the work. The company promotes male gender than female gender due to the activities undertaken. Examples include lifting heavy cargo, fishing, driving trucks and civil engineering.

Table 2 Distribution of respondents by Age

Age of	Respondent	Frequency	Percent
	Below 25	39	35.8
	Between 25 and 40	50	45.9
	Between 40 and 60	18	16.5
	Above 60	2	1.8
	Total	109	100.0

Source: Field data (2015)

Table 2 shows the relationship of age of employees for Vick Fish Company LTD. The findings depicts that employees that range between the age of 25 and 40 were 45.9% followed by those who were below the age of 25 years who were 35.8%. Those whose age is between 40 and 60 years were 16.5% and the minorities were those above 60 years of age who were around 1.8%. These findings implies that Vick Fish Company employ people who are energetic between 25 to 40 years of age following the nature of the job, but also those who are below 25 years of age are employed as cheap and temporary employees because they are not well educated to handle managerial positions. By employing temporary employees the company fulfills its corporate social responsibility (CSR) to the society by creating employment opportunities to the people around the industry so that they can improve their standard of living.

Table 3 Distribution of respondents by level of education

Level of education	Frequency	Percent
Primary level	27	24.8
Secondary- Ordinary level	31	28.4
Secondary-Advanced level	18	16.5
Certificate level	15	13.8
Diploma course	11	10.1
First degree	5	4.6
Post graduate degree	2	1.8
Total	109	100.0

Source: Field data, (2015)

Table 3 shows the distribution of respondents by their level of education at Vick Fish Company LTD. The data shows that employees with ordinary level education were the leading group (28.4%) followed by those with primary education who were 24.8%. These two levels are the leading group because they are more useful in the activities that do not require much professionalism but rather merely activities like carrying fish and other activities which are the main activities being done at the company. Advanced level was 16.5%, certificate level was 13.8%, Diploma level were 10.1% and employees with first degree were 4.6%. The last group was employees with Post graduate degree who were 1.8%.

Table 4 Distribution of Respondents by Designation

Employees designation	Frequency	Percent
Lower cadre staff	39	35.8
Casual worker	25	22.9
Mechanics	25	22.9
Management staff	20	18.3
Total	109	100.0

Source: Field data (2015)

Table 4 shows the distribution of respondents by designation at Vick Fish. The study reveals that those who work as Lower cadre staffs are dominant (35.8%) because the nature of the work requires great number of employees with fishing experience and therefore they don't need to have much knowledge on managerial issues and most of them are casual employees. Another category belongs to casual workers who are 22.9%. These perform duties like office attendants, security, secretary, sweepers and environment keepers. Also there are Mechanics who are 22.9% who deal with machine operations, electrical maintenance and other related activities. These are followed by Management staffs who are 18.3%. These handle top positions such as Human Resource, Chief accountant, Operation Manager, Safety officer and Public relation officer.

Table 5 Distribution of Respondents by Years of Working Experience

Years of working experience	Frequency	Percent
Less than 5 years	35	32.1
Between 5 to 10 years	61	56.0
Between 10 to 15 years	11	10.1
More than 20 years	2	1.8
Total	109	100.0

Source: Field Data (2015)

Table 5 shows the distribution of respondents by years of working experience at Vick Fish. The findings showed that those whose experience is between 5 and 10 years were 56%. They were followed by those with experience of less than 5 years (32.1%). Also those whose experience is between 10 to 15 years were 10.1% and the last group were those with experience of more than 20 years who were 1.8%. This implies that at Vick Fish employees stay longer because those who have worked for 5 to 10 years dominated the surveyed population.

Table 6 Distribution of respondents by job satisfaction

Job satisfaction	Frequency	Percent
Yes	65	59.6
No	44	40.4
Total	109	100.0

Source: Field data, (2015)

Table 6 shows the distribution of respondents by job satisfaction at Vick Fish. The data displayed that 59.6% of the employees were satisfied by their job and the rest that constitute 40.4% of the respondents were not satisfied with their jobs. The finding implies that although those who were satisfied with the job are the majority but there were still a great number of those who were not satisfied with their job at Vick Fish.

Table 7 Distribution of respondents by the factors that contributes to employee's performance

Factors that contributes to employees performance	Frequency	Percent
Sufficient salary	17	15.6
Good working condition	35	32.1
Sense of recognition by top management	39	35.8
Adequate opportunity for career development	15	13.8
Other benefits	3	2.8
Total	109	100.0

Source: Field data, (2015)

Tables 7 depict the data about the factors that contributes to employee's performance. The findings show that a sense of recognition by top management is the dominant factors that contribute to a great percent towards employee's performance by (35.8%). This was followed by good working condition (32.1%). Sufficient salary (15.6), Opportunity for carrier development (13.8%) and lastly were other benefits (2.8%). This implies that employees at Vick Fish prefer mostly to be motivated by intrinsic variables like sense of recognition and good working condition than that of salary and other benefits.

Table 8 Distribution by Employees view on what should be done to increase efficiency and morale

Employees view on what should be done to increase efficiency	Frequency	Percent
A sizeable increase in salary	23	21.1
Good working condition	43	39.4
Cooperation between management and junior staffs	39	35.8
Provision of incentive to employee	4	3.7
Total	109	100.0

Source: Field data, (2015)

Table 8 shows the distribution of respondents on their views of what should be done in order to increase efficiency and morale of their performance. The findings depicts that those who supported good working condition were 39.4% while those who were in favor of cooperation between management and junior staffs were 35.8%. Those who said sizeable increases in salary were 21.1% and the last categories were those who supported the provision of incentive to employees (3.7%). This implies that employees at Vick Fish Company LTD demand more non monetary factors towards their performance improvement and efficiency at work as the rate shows great difference between those who supported monetary and non monetary factors.

Table 9 Distribution of respondents by whether the management styles increase their performance

Does management style increase performance	Frequency	Percent
To some extent	34	31.2
To a large extent	39	35.8
To a very large extent	36	33.0
Total	109	100.0

Source: Field data, (2015)

Table 9 depicts the distribution of respondents by whether the management styles increase their performance. The data indicate that 35.8% of the respondents said management style increases their performance to a large extent while 33.0% supported by saying to a very large extent management style promotes their performance. And only 31.2% of the respondents said to some extent management style increases their performance. The finding implies that if the company is willing to apply good management style employees performance is going to be high.

Table 10 Distribution of respondents by the best solution to improve performance of the employee's in the organization

Best solution to improve performance of employees	Frequency	Percent
Increase employees salary	30	27.5
Increase allowance	30	27.5
Use appropriate management style	42	38.5
Improve employees recognition and use of effective human resources professionalism and position	7	6.4
Total	109	100.0

Source: Field data, (2015)

Table 10 identifies the distribution of respondents by the best solutions to improve performance of employees at the organization. The findings showed that the leading factor was the use of appropriate management style (38.5%). This was followed by those who viewed increasing employee's salary and increase allowance respectively (27.5%). Those who said to improve employee's recognition and use of effectively human resources professionalism and positions were 6.4%. This implies that all the variables should be readdressed to rescue the situation of performance at Vick Fish.

5. SUMMARY AND CONCLUSION

The objective aimed at identifying the motivational factors that increase the degree of performance to the employees at Vick Fish Company. Through the study the researcher has found that employees at Vick Fish Company were very much influenced by sense of recognition at work (35.8%) and good working condition (32.1%) as the motivation factors towards their best performance which were ranked higher compared to others like that of sufficient salary (15.6%), adequate opportunity for career development (13.8%) and other benefits offered by the company (2.8%). This objective aimed at depicting the possible solutions that should be done to increase the morale and performance of the employees at Vick Fish Company LTD. The findings indicated that 39.4% of the respondents demanded good and attractive working conditions at work followed by 35.8% of the respondents who wish for cooperation between management and junior staffs. 21.1% demanded a sizable increase in salary and only 3.7% would like a provision of incentive to employees.

From the study findings the researcher discovered that if motivational strategies exist and are observed within the company it is possible to have employees working and contributing their best efforts towards targeted achievement. Unlike where motivation is neglected it is clearly seen that employees are not willing to dedicate most of their time and efforts to the organization. As a result, the interest of the company is put behind their personal interest. Therefore, if the company wants to achieve the best, factors that motivate workers should be regarded high.

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