

Effect of Motivation on Employee Performance: A Case of Tanzania Fire and Rescue Force, Kigoma Region

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Abstract

This study sought to determine the effect of motivation on employee performance at the Tanzania Fire Rescue Force. The study was specifically designed to identify the effects of salary, fringe benefits, recognition, training & development on the employees' performance using a case of the Tanzania fire rescue force in Kigoma Region. The study employed a quantitative approach and cross-sectional research design. 50 structured questionnaires were distributed to 50 employees and the collected data were analyzed using descriptive statistics, principal component factors, correlation and simple linear regression analysis. The findings indicated the moderate effect of salary, Recognition & Appreciation on employee performance. The findings also revealed that personal commitments and job satisfaction are two fringe benefit factors influencing employee performance. Moreover, it was reported that Training & Development have contributed to 63% of the variation in employees' performance among workers. Additionally, the overall finding indicated that salary, fringe benefits, training, development, Recognition & Appreciation are seen as job-motivating factors that significantly impact employee performance. The study recommended that by nurturing a motivational work environment and supporting skill development and feedback mechanisms, the organization can further enhance employee performance and contribute to its overall success.

INTRODUCTION

Motivation acts as the cornerstone of organizational success, influencing the behaviour, engagement, and performance of employees across the globe (Oyinloye & Ayodele, 2021). In today's interconnected and competitive business landscape, organizations are increasingly recognizing the imperative of fostering a motivated workforce to achieve strategic objectives, drive innovation, and maintain a sustainable competitive advantage. (Tran et al., 2021). This recognition transcends geographical boundaries, resonating with businesses where the quest for economic development and prosperity hinges significantly on harnessing the potential of human capital.

On a global scale, extensive research has delved into the multifaceted nature of motivation and its profound impact on employee performance. Among the key determinants of motivation, salary remains a focal point, representing the tangible reward system that incentivizes employees to contribute their skills and efforts towards organizational goals (Pawirosumarto et al., 2017). However, beyond monetary compensation, organizations are embracing the holistic concept of total rewards, which encompass a range of fringe benefits such as healthcare coverage, retirement plans, flexible work arrangements, and

opportunities for career advancement. These non-monetary incentives play a pivotal role in enhancing employee well-being, job satisfaction, and overall engagement, contributing to a positive work environment conducive to high performance (Wagner, 2018). Moreover, intrinsic motivation, recognition & appreciation emerge as powerful drivers of employee engagement and loyalty. Whether through formal recognition programs, praise from supervisors, or peer acknowledgement, employees derive a sense of value and fulfilment from being appreciated for their contributions (Monzoor et al., 2021). This recognition not only boosts morale but also fosters a culture of appreciation and camaraderie within the organization, fueling intrinsic motivation and discretionary effort among employees.

Furthermore, the importance of investing in employee development through application training and skill enhancement cannot be overstated. In today's dynamic business environment, organizations must equip their workforce with the knowledge, competencies, and capabilities necessary to adapt to evolving demands and drive innovation (Forson et al., 2021). Through targeted training programs, professional development initiatives, and mentorship opportunities, employees can enhance their skills, broaden their perspectives, and unlock their full potential, thereby contributing more effectively to organizational success.

In the African region, the dynamics of motivation are influenced by unique socio-cultural factors, economic conditions, and institutional frameworks (Mwalukoba & Abayo, 2023). Traditional cultural values, societal expectations, and historical legacies shape employees' perceptions of motivation and job satisfaction, highlighting the need for context-specific approaches to workforce management. Furthermore, in East Africa, regional integration initiatives and economic partnerships have implications for labour markets and organizational practices, necessitating a nuanced understanding of motivational dynamics within this context (Bwisa & Namusonga, 2017).

In Tanzania, the dynamics of motivation are influenced by unique cultural, socio-economic, and institutional factors that shape the employment landscape (Mgogo, 2018). While the principles of motivation remain universal, contextual nuances necessitate a tailored approach to motivational strategies (Bwisa & Namusonga, 2017). Understanding the salary, fringe benefits, recognition, and application training and development, on employees' performance is essential for designing and implementing effective motivation programs that resonate with employees and drive sustainable performance improvement. Against this backdrop, research to explore the impact of those factors on employees' performance assumes paramount importance. Such research not only enhances understanding of motivational dynamics in diverse contexts but also provides actionable insights for organizational leaders, policymakers, and human resource practitioners (Forson et al., 2021). By aligning motivational strategies with the unique needs and preferences of employees, organizations can cultivate a culture of engagement, empowerment and excellence that propels them towards their goals in Tanzania and beyond.

RESEARCH METHODOLOGY

Research Philosophy

This study used positivist research philosophy while examining the effects of motivation on employees' performance. The researcher adopted a structured and objective approach rooted in the belief that reality is external and can be measured and observed. Positivism emphasizes using quantitative methods, such as surveys and experiments to gather numerical data and identify patterns, correlations and causal relationships (Fuyane, 2021).

Research Approach

The quantitative research approach was used in this study to provide more insights (Braithwaite, 2018). The approach enabled to reduction of weaknesses experienced in the single approach. In that opinion, the quantitative data demonstrated the effect of motivation on employees' performance in the public sector. Therefore, quantitative data provided better support for the research findings.

Research Strategies

A Research strategy is a step-by-step plan of action that gives direction to the thoughts and efforts, enabling to conduct research systematically and on schedule to produce quality results and detailed reporting (Verschuren, 2023). The study used cross-sectional as a research design strategy to collect data from a sample of participants at a single point in time. According to Fowler (2015), Cross-sectional research design is time and cost-efficient, provides a snapshot of the population at a particular point in time and is relatively easy to administer. However, some limitations arose such as the inability to establish causality between variables, while data was collected at a single point in time. Therefore, other research designs have been used such as experimental and longitudinal research designs to complement the findings of the cross-sectional research design.

Study population

This is referred to as the whole element or individuals in which the researcher concludes from the sample or group of individuals in a study area, Krishna, (2013) as cited by Luoga (2020). The population of this study was 52 employees however the study managed to collect data from 50 respondents who were present at Tanzania Fire and Rescue Force (TFRF) in Kigoma Region.

Sampling strategies

Sampling is the process of selecting participants for a research study from a larger population using the research study's criteria (Berndt, 2020). It is very important to apply the knowledge of sampling techniques and strategies for the sake of obtaining quality research results. Sampling strategies are of vital importance in a variety of different kinds of experimental research. In the context of examining the effects of motivation on employees' performance, a census-type sampling strategy was used to select participants hence the entire population of the TFRF within the Kigoma Region involved in the research study and every individual's perspective has been considered. This type of sampling strategy has been advocated by scholars such as Iceland and Wilkes (2006); Singh and Masuku (2014); Lee (2020); as well as Alba et al. (2024). Therefore, this kind of sampling method was particularly suitable for the study to capture a holistic understanding of the effect of motivation on performance across the entire workforce to achieve a desirable level of precision.

Sample size

The sample size can be understood as the representative of a given population whereas the small set of respondents from whom the Researcher can be capable of collecting the necessary data for analysis, Rwegoshora (2006) as cited in Luoga (2020). Since the population of employees at Tanzania Fire and Rescue Force (TFRF) in Kigoma Region is smaller (52 employees), the study employed a census-type sample. In that case, the sample size of the study included all 52 employees at TFRF. However, the study managed to collect data from 50 respondents. A census-type sample in research involves collecting data from an entire population rather than a subset or sample (Singh & Masuku, 2014). This approach is more attractive for small populations and enables the elimination of sampling errors, however, some costs such as questionnaire design and developing the sampling frame are fixed therefore it is practical to include every unit to obtain a complete and accurate representation of the entire

population since that the approach minimizing the risk of sampling biases and allowed for in-depth analysis and generalization of findings (ibid).

Data Collection Method

These can be understood as the method of gathering information that intends to provide or refute some related issues (Kothari, 2009). Closed ended Questionnaires were preferred in this study due to the fact that they enabled the researcher to reach the target group with the minimum cost in terms of time and other sources. A researcher believed that, it is through questionnaires that the respondents were able to provide information at their own prudence or discretion. Also that method helped to avoid any direct influence contrary to other methods like interviews where the researcher may have direct influence in molding respondents answer. Questionnaires were used among the targeted TFRF employees found in the study area. They answered the questions regarding the effect of motivation on employee performance in Kigoma Region

Data Analysis Methods

According to Ibrahim (2015), data analysis is the process of performing certain calculations and evaluations to extract relevant information from data while the purpose is to summarize the collected data and organize it in such a manner yielding answers to the questions. In the study, the data gathered were analyzed through descriptive analysis, principal component factor analysis, correlation analysis and simple linear regressions inferential statistics to the issues related to the effect of motivational packages on employee performance in TFRF specifically Kigoma Region and similar contexts to provide a comprehensive understanding of the research problem by using Statistical package for social science (SPSS) version 20 (Taherdoost, 2021).

Reliability

The reliability of an instrument is the measure of the degree to which the research instrument yields consistent results or data after repeated trials (Kothari, 2009). The reliability of the research is evaluated by considering the level by which comparable results could be obtained if the research techniques could be applied by another researcher, it is required that the findings be similar to the ones that would be obtained from another researcher with similar procedures (Shivy, 2019). To ensure the reliability of the data the study used a Cronbach alpha/Reliability co-efficient of 0.7 or above for every one of the variables viewed as satisfactory for this investigation (Hair et al., 1998). As shown in Table below

Reliability Results

Key Variables	N of Items	Cronbach's Alpha
Salary	13	.965
Fringe Benefits	13	.868
Training & Development	10	.948
Recognition & Appreciation	10	.936
Employees' Performance	08	.855

Source: Researcher (2024)

Validity

Validity is the extent to which true workable facts collected from the field reflect the intended objectives of the study. A measuring instrument is concerned with whether or not findings are really about what they reflect (Krishna, 2013). The research study applied a content validity method to measure the degree of data accuracy; this method involved checking whether the content of the test or measure represents the construct being measured whereas the motivational packages being tested should be designed to

specifically target the aspects of employee performance being measured.

Ethical considerations

Ethics refers to an "ethos" or "way of life", "social norms for conduct that distinguishes between acceptable and unacceptable behaviour" (Akaranga & Ongong'a, 2013). Ethical consideration is a very important aspect of any research study. In the study, the following ethical considerations were taken into account: The research clearance letter from Open University of Tanzania and permission letter from Tanzania Fire and Rescue force were obtained before conducting any data collection also participants were informed of the purpose and procedures of the study and provided their informed consent before participating; however participants' personal information was confidential and not shared with unauthorized individuals, in addition participants ensured of their privacy during the study and their personal information would not be revealed without their consent, apart from that their participation was voluntary and freely to withdraw at any time without penalty and lastly the study was not cause any physical, psychological, or emotional harm to the participants.

RESULTS AND DISCUSSION

Descriptive statistic showing the effects of salary on the employee performance at TFRF

Attributes	Mean	SD	Levels
My salary is a significant motivator for me to perform well at work.	3.68	1.151	High
I believe that a higher salary would lead to an improvement in my overall job performance.	2.76	1.061	Moderate
The level of my salary affects my commitment and dedication to my job.	2.76	1.135	Moderate
I feel that a salary increase would positively impact my productivity.	2.68	1.077	Moderate
I would be more likely to go above and beyond in my job if my salary reflected my efforts.	2.72	1.089	Moderate
Salary is a crucial factor in determining my job satisfaction.	3.52	1.155	High
I think that a fair and competitive salary is essential for maintaining high levels of employee performance.	2.74	1.065	Moderate
A higher salary would make me more enthusiastic about taking on additional responsibilities at work.	2.68	1.096	Moderate
I believe that my salary should be commensurate with my skills and contributions to the organization.	2.72	1.07	Moderate
The relationship between my salary and my performance is clear and well-defined in my organization.	2.64	0.851	Moderate
I believe that a higher salary would lead to an improvement in my overall job performance.	3.51	1.088	High
The level of my salary affects my commitment and dedication to my job.	2.68	1.019	Moderate
Average	2.924	1.081	Moderate

Source: Field Data (2024)

The findings above shown that salary is a significant motivator for me to perform well at work at TFRF with a higher score mean of 3.68 and the level of my salary affects my commitment and dedication to my job with a lower score mean of Mean 2.68. Additionally the table shows that salary benefits effects on employee performance at a moderate level with a Mean of 2.924 from all items. These results revealed that salary has moderate effects on employee performance, which means that, the majority of employee performance at TFRF is influenced by salary at a moderate level.

Principal component factor analysis of the effects of fringe benefits on employee performance at TFRF

Items	Mean(SD)	Factors	
		1	2
The fringe benefits offered by my organization significantly contribute to my overall job satisfaction.	3.28(4.29)	0.94	
The quality of fringe benefits influences my commitment and loyalty to the organization.	2.64(1.12)	0.94	
The organization's commitment to employee well-being through benefits makes me more dedicated to my job.	2.76(1.14)	0.95	
I feel that a comprehensive benefits package positively impacts my job performance.	2.62(1.16)	0.94	
I believe that the availability of attractive fringe benefits enhances my motivation to perform well at work.	2.64(1.12)	0.93	
The presence of retirement and savings plans positively affects my long-term commitment to the organization.	2.8(1.18)	0.91	
The quality of fringe benefits influences my commitment and loyalty to the organization.	2.78(1.09)	0.89	
I consider fringe benefits as an essential factor in determining my level of job engagement.	2.96(1.25)	0.88	
The availability of health and wellness benefits contributes to my overall well-being and job performance.	2.86(1.16)	0.88	
I believe that the availability of attractive fringe benefits enhances my motivation to perform well at work.	2.88(1.17)	0.86	
I believe that a good benefits package is crucial for attracting and retaining high-performing employees.	2.66(1.12)		0.81
The fringe benefits offered by my organization significantly contribute to my overall job satisfaction.	2.78(1.2)		0.79
% of variance	2.81(1.41)	67.29	10.82

1. Personal Commitments 2. Job Satisfaction

Source: Field data (2024)

The findings above show that personal commitment and job satisfaction are among the important factors to consider because they accumulated 78.11% of the variance of all factors. These mean that employee performance relies on fringe benefits which include job satisfaction and personal commitments. This

also implies that a good benefits package is crucial for attracting, motivating and ensuring the retention of high working performance among employees at TFRF.

Descriptive statistics showing the effects of recognition & appreciation on the employee performance

Attributes	Mean	SD	Levels
Recognition for my contributions at work positively impacts my motivation and job performance.	4.5	1.13	High
I believe that being acknowledged for a job well done enhances my commitment to the organization.	2.8	1.17	Moderate
Regular and timely appreciation from my superiors encourages me to perform at my best.	4.2	1.15	High
Feeling valued through recognition contributes to a positive work environment and, in turn, my performance.	2.5	0.91	Moderate
The application of performance feedback and recognition helps me understand my strengths and areas for improvement.	2.86	1.28	Moderate
Recognition is an important factor in fostering a sense of belonging and loyalty to the organization.	2.8	1.14	Moderate
I feel that a culture of appreciation has a direct influence on team collaboration and performance.	2.78	1.2	Moderate
Acknowledgement of my achievements boosts my confidence and job satisfaction.	2.86	1.18	Moderate
Recognition and application of my skills and efforts are crucial for my professional development.	2.8	1.16	Moderate
I believe that a well-structured recognition program positively impacts overall employee morale and performance.	2.88	1.15	Moderate
Average	2.802	1.140	Moderate

Source: Field data (2024)

The results show there is a moderate effect of recognition & appreciation on employee performance at Tanzania Fire Rescue Forces among workers with an average of moderate Mean=2.802.

Model Summary of the effects of training & development on the employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794a	0.63	0.622	0.488
a Predictors: (Constant), Training & Development				
b Dependent Variable: Employee performance				

Source: Field data (2024)

Results presented in that model summary explain the variation in employee performance because Training & Development in a model is $R^2 = 0.63$ means 63%. This means that 63% of the variation in employees' performance is accounted for by training and development.

4.1 The relationship between motivation and employee performance

This part of the study presents the correlation analysis results between motivation and employee performance. The results indicate that salary, fringe benefits, training, development, recognition & appreciation as job motivation have a great influence on employee performance. This implies that the performance of the employee at TFRF is influenced by motivation provided at workplace among employees. Also, results in a table below show the relationship between work quality, efficiency and effectiveness as variables of employee performance. This implies that the performance of the employee can be measured into three categories which are work quality, efficiency and effectiveness at working workplace, especially in TFRF. See table below;

Correlation analysis between motivation indicators and employee performance

		Motivation indicators				Employee Performance		
		SB	FB	TD	RA	WQ	WE	WF
Motivation Indicators	Salary benefits	1						
	Fringe benefits	.899**	1					
	Training & development	.975**	.901**	1				
	Recognition & appreciation	.955**	.913**	.954**	1			
Employee Performance	Work Quality	.970**	.858**	.964**	.927**	1		
	Work efficiency	.545**	.501**	.556**	.594**	.516**	1	
	Work effectiveness	0.188	.328*	0.212	0.172	0.137	0.206	1
** Correlation is significant at the 0.01 level (2-tailed).								
* Correlation is significant at the 0.05 level (2-tailed).								

Source: **Field data (2024)**

KEY: SB=Salary Benefits, FB= Fringe benefits, TD= Training & Development, RA= Recognition & Appreciation, WQ= Work quality, WE= Work efficiency, WF= Work effectiveness

Discussion of Findings

The Effects of Salary on the Employee Performance

The first objective of the study was to identify the effects of salary on the employees' performance at TFRF. In this finding, data was analyzed using descriptive analysis and results show that salary affects employee performance at a moderate level with a Mean of 2.924 from all items. These results implied that salary has moderate effects on employee performance, which means that, the majority of the employee performance at TFRF is influenced by salary at a moderate level. The results that salary has an impact on employee performance are in line with those of Chen *et al.* (2023) who found that salary has a positive and significant role in motivating employees and influencing their job performance, commitment, dedication, productivity, as well as job satisfaction. Also, results concur with those of Maslow's Hierarchy of Needs Theory, which assumes that salary addresses employees' physiological needs by providing them with the means to meet necessities such as food, shelter and clothing (Maslow,

1970).

Similarly, the results concur with those of Nugraha et al. (2023) who found that to motivate employees, organizations need to pay attention carefully to employee salaries and if the organizations ignore the salary, various problems will appear, so the organization must pay attention to the salary provision among employee. The implications of dissatisfaction derived from payments will reduce employee performance, increase complaints and lead to various negative physical and psychological actions, such as being undisciplined, bullying and even resigning from the organization. Generally, employees agree that salary is an important factor in their job performance. Employees believe that since their salary is not satisfactory it dwindles their overall job performance and hence negatively impacts their productivity. So, it is the task of an organization to ensure employees' salaries are considered to maintain high levels of performance at working places among employees and that their salary should be commensurate with their skills and contributions to the organization.

The Effects of Fringe Benefits on Employee Performance

The second objective of the study was to examine the effects of fringe benefits on employees' performance at TFRF. After conducting a principal component factor analysis, two fringe benefit factors influencing employee performance were observed, including personal commitments and job satisfaction. Therefore, personal commitments and job satisfaction explain the factors influencing employee performance by 78.11% of the variance. These mean that employee performance relies on fringe benefits which include job satisfaction and personal commitments. This implies that, if the employees are not satisfied with their job and lack commitment to their job; it is difficult to increase performance in the workplace because of the low influence which comes from fringe benefits.

The results concur with those of The Motivation-Hygiene Theory which assumes that Hygiene Factors (Fringe Benefits) are related to the context or environment in which the job is performed and are extrinsic to the work itself, these factors such as fringe benefits, do not necessarily motivate employees when present but can cause dissatisfaction if they are lacking or inadequate thus lower morale among employees (Herzberg *et al.*, 1959). These results also corresponded with Snega and Chandramohan (2023) who found that fringe benefits as an incentive significantly affect employees' morale and productivity and enhance employees' performance towards organizational tasks which significantly contribute to their job satisfaction and personal commitment. Similarly, the results of Escosura, (2023) found that a fair, balanced and competitive compensation and reward system does affect employees' retention and positively affect the performance of the firm. Reward and other benefits packages impact the value of employee efficiency and increase the performance outcomes, satisfaction and productivity as well. The idea concurs with those of Ifediniro (2022) who found that the clear retirement benefit is a prime motivator for improved employee productivity. Lack of retirement benefits makes employees not to be committed to their jobs which limits their contribution to the organization and in turn affects organizational performance, producing dissatisfied employees, disengaged and employee high turnover, also these results are in line with Jayapriya (2023) who found out that fringe benefits provide feedback information about the level of achievement and behaviour of subordinates, rectifying performance deficiencies and setting new standards of work, if necessary.

Fringe benefits can be offered to support employees' physical and mental well-being, to take care of their future needs or to create a positive work environment. They span several domains such as health, wellness, retirement, work-life balance, and financial security. Fringe benefits can be an essential part of

an employee's overall compensation package, offering a range of offerings that can help to attract, retain and engage top-talent employees.

The Effects of Recognition and Appreciation on Employee Performance

The third objective of the study was to assess the effects of recognition and appreciation on employees' performance at TFRF. In assessing the effect of recognition and appreciation descriptive analysis was conducted. Results in Table 4.3 summarize the effects of recognition and appreciation on employee performance at Tanzania Fire Rescue Forces among workers with an average of moderate Mean= 2.802. This indicates that employees at TFRF agree that recognition and appreciation have a great effect on employee performance.

The results concur with Afolabi, *et al.*, (2022) who found that employee recognition is an important practice in organizations to motivate and retain employees, with four main forms of recognition practices which are personal recognition, recognition of work practices, recognition of job dedication and recognition of results. The results also are with Okon *et al.*, (2023) found that the practice of recognizing employees' performance has a significant impact on their commitment and overall performance at working workplace. Also, the results verified that feeling valued through recognition contributes to a positive work environment and in turn employee performance these results are in line with Maslow's Hierarchy of Needs Theory which has an assumption that Social Needs (Recognition) addresses employees' social needs by fulfilling their desire for acceptance, belongingness, and esteem within the workplace (Maslow, 1970). Similarly, the results of this study concur with Yang *et al.*, (2022) who found that employee recognition has a significantly positive effect on job performance which is similar to Okon, *et al.*, (2023) who found a significant positive correlation between recognition and the performance of non-academic staff, highlighting the importance of recognition in enhancing employee productivity and therefore organizations should prioritize implementing recognition programmes to improve employee performance and well-being among workers.

Therefore, when effective recognition is provided in the workplace, a favourable working environment is produced, which motivates employees to become committed to their work and excel in their performance. In general, the results highlight the importance of implementing a well-structured recognition program within organizations to enhance employee morale, motivation, and performance. Recognizing and appreciating employees' skills, efforts, and contributions can contribute to a positive organizational culture and ultimately lead to improved employee engagement and retention.

The Effects of Training and Development on Employee Performance

The fourth objective is to assess the effects of training and development on the employee performance. Simple linear regression analysis was employed in assessing the relationship between the effect of training and development on employee performance. The objective was to test how the independent variables were associated with a dependent variable. Table 4.4 presents the coefficients results of the effect of training and development on employees' performance. The results show that training and development have an impact on employees' performance, where training and development increase by one β unit also employment performance has increased by β .691. Also, Table 4.4 shows a statistical significance level of 0.001, which is statistically less than 0.05. this presented in a summary model where the value explains the variation in employee performance because of the training and development in a model is $R^2 = 0.63$ means 63%. This means that 63% of the variation in employees'

performance is accounted for by training and development.

These results are in line with the Motivation-Hygiene Theory which holds that Motivator Factors (Training and Development) are related to the content of the job and are intrinsic to the work itself; this factor has the potential to positively impact job satisfaction and motivate employees to perform at higher levels (Herzberg et al., 1959). Also, results concur with Asim (2023) who found that when a task is not properly performed and the results are not perceived as expected, the individual may not feel motivated to keep performing and individuals who are not able to perform at the expected level of performance may even decide to leave the organization because they feel they are not productive and become dissatisfied with their job. Similarly, the results are in line with Akram (2021) who found that numerous benefits are associated with organizations providing effective and comprehensive training to their employees in the sense that comprehensive training can help employees acquire important skills, knowledge and attitudes that can be very important in helping them carry out various work-related tasks and activities within the organization. In general, these results highlight the importance of organizations investing in training and development initiatives to support employees' professional growth, enhance job performance, and foster a positive work culture. Employees recognize the importance of ongoing training opportunities for staying up-to-date with industry trends and advancements, as well as for improving job satisfaction and engagement.

Relationship between Motivation Indicators and Employee Performance

This part of the study presents the correlation analysis results between motivation and employee performance. The researcher aimed to examine if there is a relationship existing between motivation indicators including salary, fringe benefits, training and development as well as recognition and appreciation of employee performance at TFRF. The findings show a positive relationship between the motivation and employee performance. Also, results show the relationship between work quality and efficiency as variables of employee performance. This implies that the performance of the employee can be measured into three categories which are work quality, efficiency and effectiveness in TFRF workplace.

These findings are similar to those of Saman (2020) who reported that while salary is an important factor, it is also important to note that other factors, such as recognition, development opportunities and fringe benefits, play an important role in employee motivation and satisfaction. Therefore, a holistic human resource management strategy should consider various aspects to support overall employee performance. This finding justifies the results of Escosura (2023) who found that giving employees chances to learn and develop, enough incentives and benefits for their satisfaction with their work resulted in excellent performance. Moreover, Mounika (2021) found that recognition and rewards are critical to enhancing employee engagement and performance whereas better the rewards and recognition, the higher the levels of motivation and satisfaction.

CONCLUSION OF THE STUDY

The study concluded that salary, fringe benefits, training, development, recognition and appreciation act as job motivation and have a great influence on employee performance. Therefore provision of fair and competitive salary, provision of effective recognition rewards, investing in comprehensive training programs and offering compensation package can enable organization improving performance of their employees at the best level.

RECOMMENDATION AND IMPLICATION OF THE STUDY

The study recommended that, Policymakers should advocate for policies that ensure competitive salaries, provide comprehensive fringe benefits and recognizing employees who perform better within organization. Therefore through nurturing a motivational work environment and providing support for skill development and feedback mechanisms, the organization can further enhance employee performance and contribute to its overall success.

For the TFRF, the implications are similar but adapted to the specific context of law enforcement. Ensuring competitive salaries and comprehensive benefits can help to retain skilled officers and reduce attrition. Training and development are particularly crucial in law enforcement, where staying updated with the latest practices and technologies can significantly impact effectiveness and safety. Additionally, recognizing and appreciating officers' contributions can improve morale and foster a sense of loyalty and commitment to the force. Implementing these measures can lead to a more motivated, efficient, and effective Fire and rescue force, ultimately contributing to better public safety and community relations.

LIMITATIONS AND AREA FOR FURTHER STUDIES

This study employed a cross-sectional study therefore long-term effect of motivation on employee performance was not captured, but future studies could extend it to a longitudinal study so that the long-term effects can be well captured. Also, this study employed 50 respondents therefore the results may not be a true representative of the entire population, for that case further studies are needed to capture the holistic understanding of the entire population. Additionally, the focus of the study was to address the effect of motivation on the Tanzania Fire and Rescue Force in Kigoma Region performance, therefore future studies could extend it to cover other sectors and the findings generated can be used for comparative purposes.

Finally, in determining the effect of motivation on employees' performance at the TFRF in the Kigoma Region, the study employed a quantitative research approach which may limit the yielding of deeper information and limits the opportunity to capture respondent's true perceptions regarding the determinants affecting their performance. In that case, this study proposes further studies to employ a mixed research approach for getting in-depth information regarding the effect of motivation on employees' performance.

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