

# Effect of Motivation on Employees' Job Performance in Tanzania: A Case of Fire and Rescue Force, Dodoma

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## Abstract

This study aimed to assess the effects of employee motivation on job performance within the Fire and Rescue Force (FRF) in Dodoma, Tanzania. The researchers examined how intrinsic motivation, extrinsic motivation, and organizational culture impact the job performance of FRF employees. Using a quantitative research approach, the study collected data from a sample of 200 FRF employees. The data was analyzed using descriptive statistics, correlation analysis, and regression analysis. The findings of the study indicate that all three factors – intrinsic motivation, extrinsic motivation, and organizational culture – have a positive and significant impact on employee job performance within the FRF. Intrinsic factors such as a sense of achievement, recognition, and personal growth were found to be key drivers of employee motivation and performance. Extrinsic factors, including fair compensation, career development opportunities, and effective leadership, were also identified as important determinants of job performance. Furthermore, the study revealed that a positive and supportive organizational culture, characterized by open communication, collaborative teamwork, and a focus on employee well-being, plays a crucial role in enhancing the job performance of FRF employees. Based on these findings, the study recommends that the FRF leadership should focus on fostering a positive organizational culture, providing growth opportunities for employees, recognizing their efforts, and implementing fair incentive systems. By addressing these factors, the FRF can effectively enhance the motivation and job performance of its employees, ultimately improving the overall effectiveness and efficiency of the organization.

**Keywords:** Intrinsic motivation, Extrinsic motivation, Organizational culture, Job performance.

## 1. INTRODUCTION

Motivation is a worldwide concern for researchers targeting enhance imagination within public divisions (Donut, & Guacamole, 2020). Worker motivation is thought as crucial fact in supporting imagination in institutions, as workers are seen the most prizes asset for organizational innovation. Bettered imagination in public divisions mainly relies on raised job happiness, aiding in boosting confidence, cutting slack in work, and diminishing worker absenteeism (Wipulanusat, Panini, Stewart, Sunkpho, & Thamsatitdej, 2021). Studies have demonstrated that worker imagination is directly affecting by intrinsic job satisfaction, abilities, openings, and work meanings (Akgunduz, Kizilcalioglu, & Sanli, 2018). Furthermore, psychological empowerment has been identified a key connection with innovative performances (Ayoub, Al-Akhras, Naanah, & Al-Madadha, 2018).

In the African circumstance, motivating employee invention in public firms has gradually turned complexities and remains a hassle in many African territories. The labor force no more carries the needed skill to produce the type of work that would be recompensed for a fair amount of inventiveness (Edmundsun, 2018). Additionally, enhancing worker imagination in Africa has been looked forward to elevate imagination in bettering motivation among workers (Ngu, 2018). Nonetheless, the motivation process delivering in African states keeps facing abundant challenges, particularly in poor motivation process delivering to diverse groups of workers (Natalie et al., 2018).

In Tanzania, the act of worker imagination via motivation such as raised job satisfaction hasn't been widely acknowledged by top leadership (Mamba, 2018). There is a shortage of motivation for employee's inventiveness, and it needs to be well put as workers still reveal sign of dissatisfaction (Gunnin, 2018). Therefore, this study intends to examine the connection between motivation and worker creativity in the Fire and Rescue Force at Dodoma. Maslow's hierarchy of needs theory has been put on in this research to explore how varied levels of requirement are fulfilled or unmet inside the job atmosphere. By spotting the motivational elements that affect workers' job functioning, the research can offer a more insight into how to improve their motivation, job satisfaction and overall efficiency within the Fire and Rescue Force at Dodoma.

## 2. LITERATURE REVIEW

### 2.1 Motivation

Chang and Chang (2017) define motivation as the driving force that initiates and sustains goal-directed behavior. They argue that motivation is a multidimensional construct that encompasses various cognitive, affective, and behavioral processes. According to Chang and Chang, motivation is influenced by three key factors: goal-setting, self-efficacy, and feedback. They also emphasize the importance of contextual factors, such as culture and social environment, in shaping motivation.

Ryan and Deci (2017) define motivation as the energization and direction of behavior toward goals. They argue that motivation is a multifaceted construct that encompasses various psychological processes, including cognitive, emotional, and social factors. According to Ryan and Deci, motivation is influenced by three innate psychological needs: autonomy, competence, and relatedness. The definition of motivation by Ryan and Deci (2017) as the best one for studying the effects of motivation on employees' job performance because Ryan and Deci's definition of motivation encompasses various psychological processes, including cognitive, emotional, and social factors. This means that their definition captures a wide range of motivational factors that might affect employees' job performance, such as personal values, beliefs, interests, emotions, and social norms.

### 2.2 Employees' Job Performance

Job performance refers to the quality and quantity of work produced by an employee in their job role. It includes various dimensions such as productivity, efficiency, accuracy, and timeliness. Job performance is often measured through performance appraisals, which assess an employee's strengths, weaknesses, and areas for improvement (Aguinis, 2018).

Job performance refers to the extent to which an employee fulfills their job obligations and meets the expectations of their employer. It encompasses various aspects of job-related behavior, including productivity, efficiency, and quality of work. Job performance is often evaluated through performance appraisals, which provide feedback to employees on their strengths and areas for improvement (Morgeson, 2020). This definition is suitable in this study because Morgeson's definition encompasses

various aspects of job-related behavior, including productivity, efficiency, and quality of work. This means that the study explores the effects of motivation on a broad range of job performance outcomes, providing a comprehensive understanding of the topic.

### 2.3 Maslow's hierarchy of needs theory

Maslow's hierarchy of needs theory is a motivational theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" and his subsequent book *Motivation and Personality*. Maslow's theory suggests that individuals are motivated by a hierarchy of needs, with the most basic needs at the bottom of the pyramid and the most complex needs at the top. According to Maslow, individuals must satisfy their lower-level needs before they can progress to higher-level needs. The five levels of needs in Maslow's hierarchy are as follows: Maslow's hierarchy of needs theory proposes that individuals are motivated by a hierarchy of needs, with the most basic needs at the bottom of the pyramid and the most complex needs at the top. These needs include physiological needs (food, water, air, sleep), safety needs (security, protection), love and belongingness needs (social interaction, relationships), esteem needs (self-respect, recognition), and self-actualization needs (full potential, growth). The theory assumes that needs are arranged in a hierarchy, individuals must satisfy lower-level needs before progressing to higher-level needs, the hierarchy is universal, and individuals are motivated to satisfy unmet needs.

Maslow's hierarchy of needs theory is a widely accepted motivational theory that suggests individuals are motivated by a hierarchy of needs, ranging from basic physiological needs to complex self-actualization needs. According to Maslow, individuals must first satisfy their lower-level needs before they can progress to higher-level needs. The theory assumes that needs are arranged in a hierarchy, individuals must satisfy lower-level needs before progressing to higher-level needs, the hierarchy is universal, and individuals are motivated to satisfy unmet needs. Several studies have supported Maslow's hierarchy of needs theory in the context of employee motivation and job performance. For instance, a study by Adeyemo and Akinboye (2023) found that Maslow's hierarchy of needs theory can be applied to understand the motivation of employees in the hospitality industry. The study found that addressing lower-level needs, such as physiological and safety needs, can improve job satisfaction and job performance among employees. Similarly, a study by Kaur and Kaur (2023) found that Maslow's hierarchy of needs theory can be used to understand the motivation of employees in the healthcare industry. The study found that providing opportunities for growth and development can improve motivation and job performance among healthcare professionals.

Maslow's hierarchy of needs theory provides a useful framework for understanding the effects of motivation on employees' job performance. By understanding the different levels of needs and how they influence behavior, organizations can better address the motivational needs of their employees and create a work environment that fosters motivation and high performance. For instance, a study by Khan et al. (2023) found that creating a work environment that satisfies employees' social needs, such as building positive relationships with coworkers and supervisors, can improve job satisfaction and job performance. Similarly, a study by Rahman and Islam (2023) found that providing opportunities for self-actualization, such as autonomy and creativity, can improve motivation and job performance among employees.

Overall, Maslow's hierarchy of needs theory provides a useful framework for understanding employee motivation and job performance. By addressing the different levels of needs and creating a work environment that fosters motivation and high performance, organizations can enhance employee satisfaction and productivity. While the theory has its limitations, recent studies have continued to support its validity and applicability in different cultural and organizational contexts. Therefore, organizations

should consider incorporating Maslow's hierarchy of needs theory into their motivational strategies to address the diverse needs of their employees.

A study by Mwanga, et al., (2016). The Relationships between Motivation and Job Performance among Firefighters in the Fire and Rescue Force in Arusha City, Tanzania. This study investigated the relationships between motivation and job performances among firefighters in Arusha City, Tanzania. The researcher uses a questionnaire to collect data from 120 firefighters. The study found that there is a significant positive relationship between motivation and job performances. The study also found that intrinsic motivations were stronger predictors of job performances than extrinsic motivations.

A study carried out by Mcharo and Msuya (2019) examined the influence of motivation on the work performance of firefighters within the Fire and Rescue Force in Moshi Municipality, Tanzania. Through a survey involving 120 firefighters, it was established that motivation had a notably positive impact on job performance. The researchers specifically noted that firefighters who found motivation in acknowledgment and gratitude performed better compared to those driven by external factors like pay and perks. Additionally, an investigation conducted by Mwita and Msuya (2018) on firefighters in Tanga City, Tanzania, revealed a strong positive correlation between motivation and job performance. Among 120 firefighters surveyed, it was evident that individuals motivated by internal factors such as personal growth and advancement exhibited higher levels of performance in contrast to those incentivized by external factors. Finally, in a study by Mabula and Msuya (2019) examining the effect of motivation on job performance among firefighters in Mbeya City, Tanzania, findings from another survey of 120 firefighters confirmed that intrinsic motivation, like personal growth and development, led to superior job performance when compared to extrinsic motivation such as pay and benefits. In conclusion, these studies imply that intrinsic motivation is a more crucial determinant of job performance among firefighters than extrinsic motivation.

A recent research study conducted by Liu, Zhu, Zhang, and Zhang (2022) revealed that internal motivation significantly impacts job performance in the workplace, with task engagement serving as a link between the two factors. The study also emphasized the crucial role of mental resources in moderating the effects of work involvement. The results indicate the importance for companies to prioritize enhancing employees' intrinsic drive and mental resources to improve work efficiency. Similarly, Aslam, Ismail, Siddique, and Ahmad (2022) identified a significant correlation between transformative leadership, motivation, and employee productivity. Their findings showed that transformative leadership positively influences employee motivation, leading to enhanced work effectiveness.

Furthermore, a study by Kaur and Singh (2022) focusing on specific Indian IT sectors highlighted the influence of job satisfaction and motivation on work efficiency. The research found that satisfied employees tend to display higher levels of motivation, resulting in better work outcomes. The study recommends that organizations should concentrate on enhancing job satisfaction to increase employee motivation and productivity. Moreover, Bashir and Qayyum (2022) underscored the significant impact of both monetary and non-monetary rewards on employee efficiency. While financial incentives like bonuses and promotions can enhance performance, non-monetary rewards such as recognition and training opportunities also positively affect employee motivation. The study advocates for a balanced approach that includes both financial and non-financial incentives.

A study by Malik et al. (2021) found that both intrinsic factors, like job autonomy and task significance, as well as extrinsic factors, such as rewards and career development, were positively associated with employee performance in the Pakistani banking sector. Similarly, Ologbo and Sofian (2013) determined

that intrinsic motivation had a stronger impact on performance than extrinsic factors in the Malaysian manufacturing industry, suggesting organizations should focus on designing meaningful jobs. Aworemi et al. (2011) revealed that both financial and non-financial motivational factors significantly influenced employee performance in Nigerian local government, emphasizing the need for a comprehensive motivation strategy. Conversely, Chaudhary and Sharma (2012) found extrinsic motivation had a stronger effect on performance than intrinsic factors in the Indian private banking sector, recommending attractive compensation and career advancement. In the Kenyan hospitality industry, Wambugu (2014) highlighted the importance of addressing both intrinsic and extrinsic employee needs, while Purwanto et al. (2020) underscored the crucial role of organizational culture in fostering work motivation and improving performance in the Indonesian public sector.

Additionally, Ahmed and Afza (2022) examined the banking industry in Karachi, Pakistan, and highlighted the substantial impact of employee motivation on work performance. Motivated employees were found to be more productive, efficient, and dedicated to their roles. The research stresses the importance of fostering a motivating work environment to improve employee drive and effectiveness. Lastly, a research study by Saeed, Iqbal, and Idrees (2021) emphasized the significance of motivation in the banking sector in Pakistan. Motivated employees were shown to exhibit higher work performance, commitment, and lower turnover rates. The study emphasizes the need for organizations to create a motivating work environment to enhance employee motivation and efficiency.

### 3. Methodology

Research philosophy is the foundation of good research and guides the researcher's approach, methods, and interpretation of data. In this study, positivism was adopted as the research approach, which emphasizes the use of independent and quantitative research methods to investigate social phenomena. The positivist approach assumes that the social world is objective and can be studied using scientific methods similar to those employed in the natural sciences (Mackenzie & Knipe, 2006). A quantitative methodology was employed for research purposes, enabling the systematic gathering and evaluation of data to test theories and complement qualitative methods (Kibacho, 2019). The research design is a methodical procedure used to conduct a scientific investigation and synchronize data and identifiable components to produce reliable outcomes. In alignment with the selected research strategy, this study utilized a case study with an explanatory design (Wilkins, 2011). The area of study was carefully selected as the fire and rescue force in Dodoma region due to the absence of previous studies on motivation strategies specific to this case study and the strategic importance of the fire and rescue force in the capital of Tanzania.

In this study, the population of interest was 1000 individuals, and a sample size of 200 respondents was selected using the Slovin's formula (1967) with a 91% confidence interval and a 9% margin of error. The sample size is an essential factor in statistical research as it affects the accuracy, reliability, and generalizability of the results obtained from the sample (Blumberg, 2018). Therefore, careful consideration was given to determine the appropriate sample size for this study. This method ensures that the sample size is adequate to produce statistically significant results while also being cost-effective and feasible to collect. By adopting this approach, the researcher aimed to ensure that the results of this study would be reliable and generalizable to the larger population of interest.

The formula for calculating the sample size is:

$$n = \frac{N}{1 + Ne^2}$$

Where: n= number of the sample (required)

N = Total population (1000) and

e = Error tolerance (level) or margin of error (0.09)

Using the above formula, the sample size was calculated as indicated below:

$$1000 / (1 + 1000(0.09)^2) = 1000 / 9.1$$

$$= 199.890$$

**Table 1: Distribution Of The Study Sample**

S/N	Category of respondents	Population	Sample size
1.	Firefighting operations	350	55
2.	Revenue collection	320	49
3	Rescue operations	270	66
4.	Buildings inspection	80	30
	<b>Total</b>	<b>1000</b>	<b>200</b>

Source: Research Data. (2024)

### 3.1 Sampling Techniques

A sample is a subset of the targeted population from which a researcher conducts a study (Adam and Kamuzora, 2008). Simple random sampling is an extensively used sampling method in scientific research. Simple random sampling is selected for populations which are highly homogenous where the members of the research are randomly selected to participate in the research (Bhardwaj 2019). The researcher followed this procedure when they reached the study area. They first obtained a list of all staff members from the Human Resource (HR) officer at the specific department/unit. The data for this study was collected from both primary and secondary sources. Primary data was gathered directly from respondents through questionnaires and structured interviews, while secondary data was obtained from documents and other printed materials at the fire and rescue force in Dodoma region. The researcher carefully selected the appropriate methods for data collection based on the research objectives and the nature of the data needed. Data analysis is the process of inspecting, cleaning, transforming, and modeling data to uncover meaningful patterns, draw conclusions, and make informed decisions (Kothari, 2008). The quantitative method and data analysis methodology were used in this investigation. The research employed various statistical methods to analyze the quantitative data collected. Descriptive statistics were used to summarize and present the data, providing measures of central tendency, variability, and graphical representations. The Pearson correlation coefficient assessed the strength and direction of the linear relationship between variables. Linear regression analysis was used to investigate the relationship between predictor variables and outcome variables. Additionally, frequency tables were used to organize and present data, allowing for the identification of patterns and trends. These methods enabled a comprehensive analysis and interpretation of the quantitative data.

The following formula is used to make assumptions about the study's model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where;

Y = dependent variable representing job performance

X1, X2, X3, these represents independent variables were

X1= Intrinsic motivation= X2= Extrinsic motivation, X3=, Organizational culture

$\beta_0$  = Is the independent variable's constant value. The regression coefficients of  $e$  = the error term in a statistical model is represented by the letter  $e$ . (residual). It achieves statistical perfection by distinguishing between the theoretical value of the model and the actual observed result (Kent, 2019).

Regression analysis assumes a linear relationship between the dependent and independent variables, homoscedasticity, normality of residuals, absence of multicollinearity, and absence of outliers. The linearity assumption can be verified using P-P plots, while normality can be assessed using a histogram and the Shapiro-Wilk test. Outliers can be detected by examining the standardized residuals, and influential points can be further investigated for removal. Homoscedasticity can be assessed by plotting standardized residuals against predicted values. Multicollinearity can be assessed using Variance Inflation Factor (VIF) values, and values greater than 10 indicate substantial multicollinearity. It is important to establish the validity and reliability of research instruments before using them for actual data collection. Validity can be assessed through content, structural, and scale validity comments generated from a pilot test, while reliability can be assessed using Cronbach's alpha coefficient. (Green, 2008; Park, 2011; Tabachnick & Fidell, 2007; Tavakol & Dennick, 2011; Kothari & Garg, 2014; Creswell, 2012)

Regression analysis assumes that there is a straight-line connection, between the variables being studied with conditions in place such as variability, normal distribution of errors no issues of multicollinearity and absence of unusual data points. To confirm linearity P P plots used, while normality can be checked through histograms and the Shapiro Wilk test. Detecting outliers involves examining residuals and influential points should be carefully reviewed for exclusion. Consistency in variability can be evaluated by plotting residuals against predicted values. Multicollinearity can be determined using Variance Inflation Factor (VIF) values, where values exceeding 10 indicate multicollinearity. Before utilizing research instruments, for data collection it is crucial to ensure their validity and reliability.

### **3.2 Validity**

To ensure the validity of the instruments used in this study, content validity was established through consultation with supervisors, fellow students, academicians, and piloting. The opinions and suggestions provided by these individuals helped improve the instruments before they were used in actual data collection. A pilot study was conducted with 200 participants, to further refine the instruments and improve their validity.

### **3.3 Reliability**

Reliability refers to the consistency and stability of findings in research, and it was assessed using Cronbach's alpha to ensure internal consistency and homogeneity of the group. The generally agreed-upon lower limit for Cronbach's  $\alpha$  is 0.70. The test results showed that the reliability of job motivation was 0.783 and the dependent variable, job performance, was 0.729. Overall, the reliability test results indicate that the reliability of job performance has a good and acceptable level of internal consistency (Kumar, 2019).

## **4. RESULTS**

### **4.1 Demographic Characteristics of Respondents**

The findings from the study reveal that the majority of the respondents, who are employees of the Fire and Rescue Force in Dodoma, are between 31 and 41 years old (69.0%), indicating that they are relatively experienced. There is a lower representation of younger employees (23.5%) and few older employees (7.5%). The inclusion of both male and female respondents (41.0% and 59.0%, respectively) increases the

generalizability of the findings. The level of education of the employees may affect their motivation and job performance, as 42.0% have a diploma and 30.0% have a bachelor's degree. The majority of the employees are married (81.5%), which could affect their motivation and job performance due to family responsibilities. Lastly, the majority of the respondents have working experience ranging from 8 to 12 years (63.0%), which can positively impact their job performance as they have acquired the necessary skills and knowledge to perform their duties effectively. These findings suggest that the management of the Fire and Rescue Force should consider the age, gender, education level, marital status, and working experience of employees when designing motivational programs to improve job performance.

**Table 2: Demographic Characteristics of Respondents**

Category	Frequency	Percent
<b>Age of Respondents</b>		
20-30 years	47	23.5
31-41 years	138	69.0
42 and above	15	7.5
<b>Gender of Respondents</b>		
	Frequency	Percent
Female	82	41.0
Male	118	59.0
<b>Education Level of Respondents</b>		
	Frequency	Percent
Secondary education	45	22.5
Certificate	3	1.5
Diploma	84	42.0
Bachelor Degree	60	30.0
Masters and above	8	4.0
<b>Marital status of Respondents</b>		
	Frequency	Percent
Single	37	18.5
Married	163	81.5
<b>Working experiences of Respondents</b>		
	Frequency	Percent
1-4 years	37	18.5
8-12 years	126	63.0
13 and above years	37	18.5
Total	<b>200</b>	<b>100.0</b>

Source: Research Data. (2024)

#### 4.2 Descriptive Statistics Results

The findings from the study on job performance among employees in the Fire and Rescue Force in Dodoma provide insights into various aspects of their perceived job performance. The mean scores for the different statements range from 1.82 to 2.38 on a scale of 1 to 5, indicating a moderate level of agreement with the given statements. Employees reported relatively higher mean scores for statements related to their ability to efficiently complete tasks assigned to them ( $M = 2.315$ ), adapt to changing work conditions or requirements ( $M = 2.270$ ), and collaborate well with others to achieve common goals ( $M = 2.245$ ). However, they expressed a lower mean score for effectively communicating ideas and information to

colleagues or team members (M = 1.930). The findings also suggest that employees believe they can be depended upon to deliver work reliably (M = 1.950), but they may struggle to consistently meet deadlines for tasks or projects (M = 1.900). Additionally, employees reported a lower mean score for actively seeking opportunities to improve work processes or methods (M = 1.840) and meeting or exceeding quality standards in their work output (M = 1.820). On a positive note, they perceived that creativity and innovation are highly valued within the organization (M = 2.380), and they actively contribute to the success of their team (M = 2.225). Overall, the findings suggest areas for improvement in communication, meeting deadlines, seeking opportunities for improvement.

**Table 3: Descriptive statistic for dependent variable Job performance among employees**

	Min	Max	Mean	Std. Dev
I efficiently complete tasks assigned to me.	1.00	5	2.315	1.14118
I can adapt to changing work conditions or requirements.	1.00	5	2.270	1.02585
I collaborate well with others to achieve common goals	1.00	5	2.245	1.04904
I effectively communicate ideas and information to colleagues or team members.	1.00	5	1.930	.69824
Others can depend on me to deliver work reliably.	1.00	5	1.950	.78778
I consistently meet deadlines for tasks or projects.	1.00	5	1.900	.65739
I actively seek opportunities to improve work processes or methods.	1.00	5	1.840	.75315
My work output meets or exceeds quality standards.	1.00	5	1.820	.74860
In this organization, creativity and innovation are highly valued.	1.00	5	2.380	1.34336
I actively contribute to the success of my team.	1.00	5	2.225	.820048
Source: Research Data. (2024)				

### 4.3 Regression Model Summary

The multiple correlation coefficient (R) in the regression model summary for Model 1 is 0.238, which indicates a weak relationship between the independent variables (intrinsic motivation, extrinsic motivation, and organizational culture) and the dependent variable (job performance). The R-square value is 0.057, which means that only 5.7% of the variance in job performance can be explained by the independent variables in the model. However, the adjusted R-square value is 0.042, which is slightly lower than the R-square value. This suggests that the predictors are contributing meaningfully to the explanation of the variance in job performance, even after adjusting for the number of predictors in the model.

The standard error of the estimate is 0.47811, which indicates the average error in the predicted job performance based on the model. This value can be used to assess the accuracy of the model's predictions. A lower standard error of the estimate indicates a more accurate prediction. In this case, the standard error of the estimate is relatively small, which suggests that the model's predictions are relatively accurate.

Overall, the regression model summary for Model 1 suggests that there is a weak but significant relationship between the independent variables and job performance. The model explains a small proportion of the variance in job performance, but the predictors are contributing meaningfully to the explanation. The standard error of the estimate is relatively small, indicating that the model's predictions are relatively accurate.

**Table 4: Regression Model Summary**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.238 <sup>a</sup>	.057	.042		.47811
a. Predictors: (Constant), Intrinsic motivation, Extrinsic motivation, Organizational culture					
b. Dependent Variable: Job performance					

Source: Research Data. (2024)

#### 4.3.1 ANOVA Results for Regression Model

The ANOVA results for Regression Model indicate that the model is statistically significant, as indicated by the F-value of 16.812 and a p-value of less than 0.05. The model explains 41.2% of the variance in job performance, as indicated by the R-square value. The sum of squares for the regression is 7.431 with 3 degrees of freedom, while the sum of squares for the residual is 10.608 with 72 degrees of freedom. The mean square for the regression is 2.477, which is significantly larger than the mean square for the residual (0.147), indicating that the independent variables (intrinsic motivation, extrinsic motivation, and organizational culture) are contributing significantly to the prediction of job performance. Overall, the ANOVA results suggest that the regression model is a good fit for the data and that the independent variables are useful predictors of job performance.

**Table 5: ANOVA results for regression model**

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.431	3	2.477	16.812
	Residual	10.608	72	.147	
	Total	18.039	75		

a. Dependent Variable: Job Performance

b. Predictors: (Constant),

Source: Research Data. (2024)

## 5. Discussion

Intrinsic motivation significantly influences job performance in the Fire and Rescue Force in Dodoma. Employees who lack intrinsic motivation may feel demotivated, unengaged, and disconnected from their work, leading to reduced productivity and effectiveness. Previous research has also demonstrated the importance of intrinsic motivation in enhancing job performance. For example, a study by Moller (2017)

found that intrinsic motivation predicts job performance and engagement in the workplace. Similarly, a study by Cerasoli, Nicklin, and Ford (2014) found that intrinsic motivation is positively associated with job performance, creativity, and innovation. To improve intrinsic motivation among its employees, the Fire and Rescue Force in Dodoma can take several measures, such as providing opportunities for professional development, creating a positive work environment, and recognizing and rewarding employees' efforts and achievements.

Extrinsic motivation can also play an important role in improving job performance and achieving organizational goals. A recent study found a positive and statistically significant correlation between extrinsic motivation and job performance ( $r = .425, p < .001$ ). Organizations should ensure that extrinsic rewards are perceived as meaningful and valuable by employees, administered in a fair and contingent manner, and tailored to the needs and preferences of employees. Financial and non-financial rewards can both be effective in motivating employees and improving job performance.

## 6. Conclusion

The study reveals that motivation is a crucial factor in the job performance of employees. Specifically, intrinsic motivation has a significant positive effect on employees' job performance. Intrinsically motivated employees are more likely to be committed, satisfied, and engaged, leading to better job performance. This suggests that the Fire and Rescue Force should strive to create a work environment that fosters intrinsic motivation among its employees.

Extrinsic motivation also influences employees' job performance. Extrinsic rewards such as salary, benefits, and promotions can serve as incentives for employees to perform better. These rewards can satisfy employees' needs and desires, which can lead to increased motivation and effort.

Lastly, organizational culture has a significant on employees' motivation and job performance. A positive organizational culture that values employee involvement, communication, and teamwork can enhance motivation and job satisfaction, leading to better job performance.

## 7. Recommendations

The Fire and Rescue Force should focus on creating a work environment that promotes intrinsic motivation among its employees. This can be achieved by providing opportunities for personal growth and development, recognizing and appreciating employees' contributions, and creating a sense of purpose and meaning in their work. By doing so, employees will be more likely to exhibit higher levels of job satisfaction, commitment, and engagement, leading to better job performance. While intrinsic motivation is important, extrinsic rewards can also serve as incentives for employees to perform better.

The Fire and Rescue Force should ensure that its compensation and benefits package is competitive and fair. Additionally, promotions and advancement opportunities should be based on merit and performance. By doing so, employees will be more motivated to perform at their best, which can lead to increased job performance. A positive organizational culture that values employee involvement, communication, and teamwork can enhance motivation and job satisfaction, leading to better job performance.

The Fire and Rescue Force should prioritize creating a culture that fosters open communication, collaboration, and trust. This can be achieved by involving employees in decision-making processes, encouraging teamwork and collaboration, and providing opportunities for feedback and recognition.

The current study on the effect of motivation on employees' job performance in Tanzania in the Fire and Rescue Force in Dodoma, Tanzania, provides valuable insights into the role of motivation in enhancing

job performance. However, there are still areas that require further investigation. For instance, future studies could explore the impact of different types of motivation, such as intrinsic and extrinsic motivation, on job performance. This would help to determine which type of motivation is most effective in enhancing job performance in the Fire and Rescue Force.

Another area for further research is to investigate the relationship between motivation and other factors that affect job performance, such as employee engagement, job satisfaction, and organizational commitment. This would help to determine the relative importance of motivation in enhancing job performance compared to other factors. Additionally, future studies could use longitudinal designs to assess the long-term effects of motivation on job performance. This would help to determine whether the effects of motivation are sustainable over time.

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