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Hectory Patrick Chibele
Jomo Kenyatta University of
Agriculture and Technology
P.O. Box 62000-00200,
Nairobi, Kenya

Samuel Obino Mokaya
Jomo Kenyatta University of
Agriculture and Technology
P.O. Box 62000-00200,
Nairobi, Kenya

Florence Gamunga
Jomo Kenyatta University of
Agriculture and Technology
P.O. Box 62000-00200,
Nairobi, Kenya

Corresponding Author:
Hectory Patrick Chibele
Jomo Kenyatta University of
Agriculture and Technology
P.O. Box 62000-00200,
Nairobi, Kenya

Influence of administrative leadership on staff motivation in local government authorities in Tanzania: Study of Kinondoni municipal council

Hectory Patrick Chibele, Samuel Obino Mokaya and Florence Gamunga

Abstract

Local government authorities and their staff around the world experienced enormous changes over the past half-century. However, motivating local government authorities' staff has been a complex process to the extent that some workers have opted to leave the organization due to the fact that they are not motivated enough. Nevertheless, Kinondoni Municipal Council is characterized by increased labour turnover and cases where graduates are even turning down employment offers. The purpose of the study was to examine the role of administrative leadership on enhancing staff motivation in local government authorities in Tanzania. The study adopted a descriptive research design, covering a sample of 90 respondents drawn from a target population of 120 employees and administrative officers of Kinondoni Municipal Council. Questionnaires and interviews were used in collecting data which was analysed using both descriptive and inferential statistics. Under inferential statistics, multiple linear regression analysis was performed to establish the relationship between dependent and independent variables. The study found that the influence of all the predictors of staff motivation were statistically significant. Further, leader's knowledge was found to have a positive coefficient in the MLR model; indicative of a significant impact on employee motivation. It can be concluded that all the predictor variables significantly influence staff motivation in local government authorities. Likewise, since the local government authorities are homogenous across the country. Therefore, all the independent variables have a significant influence on motivation among council workers. Based on the findings, the study recommends that leaders in local authorities should undergo strategic training to create conducive motivating environment for employees. Further, they should improve their leadership style and knowledge, and provide a better working environment and have a clear organizational structure in their administrative leadership to improve staff motivation.

Keywords: Administrative leadership, local government authorities, staff motivation, organization situation, leader's knowledge, employee attributes

Introduction

The determinants of employee satisfaction in the workplace are associated with how people perceive, think, and feel their jobs that may be personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions (Javed *et al.*, 2014) [2]. Moreover, Said *et al.* (2015) [10] contend that motivation is considered as a predictor of job performance. Therefore, motivated employees with high levels of job involvement are considered important elements to an organization. However, Pickett *et al.* (2018) [9] argue that having skilled and talented employees in local government authorities may not achieve the desired results if they lack the necessary resources to motivate them. Lack of motivational forces in the workplace that are needed to motivate employees will cause employees not to make all their efforts to the organization. Unmotivated employees will distribute their time doing other non-work-related activities such as taking long lunch hours or browsing the internet for non-work-related purposes (Abbas and Daniel, 2019) [1]. Nevertheless, local government authorities have used different administrative leadership processes to encourage employees to work better for the overall benefit of the organization by providing motives that are based on their unfulfilled needs and that have the ability to inspire and motivate (Marume & Ndudzo, 2016). According to Abbas and Daniel (2019) [1], the survival of the company, achievement of organizational goals and objectives depends solely on the effective

understanding of administrative leaders to learn to understand and effectively deal with their employee satisfaction since employees are the pillars of a successful organization in the present and future centuries.

However, the World Bank Report (2010) notes that most public employees in developing countries in sub-Saharan Africa are exposed to the harsh professional environment where most of civil servants including teachers and doctors have found themselves in poor working conditions. Nevertheless, local government authorities are responsible for formulating a reward strategy in the workplace and must be capable of implementing it. The rewards can include demanding policies but the responsibilities fall on administrative leaders to implement them. Sometimes human resources require the administrative leaders to experience new policies to be able to implement the reward systems but, cases arise where the administrative leader disposes these policies and thus is unfamiliar. Employment and Labour Relations Act of 2004 section 6 provides employees entitlements like meal allowances, night allowances, severance pay, and paid leave. Further, public service standing order 2009 section D 51 to 55 provides for employee promotion and its regulation and section G 1 to G 9 provides for employee training and its rules, while section J1 to J26 provides for transport and travel. These regulations would help employers to satisfy their employees by maintaining sustainable motivations to their staff, but evidence shows that many employers in Tanzania and Africa do not implement these regulations as instructed and this results in a majority of employees losing morale to work because of lack of motivation.

Statement of the Problem

Staff motivation in local government authorities is a process of many complex attitudes, economic and cultural environments, worker's personal feelings and biases, their values, job security, the realization of job expectations, emotional stability, and the flow of communication, between management and the workers (Njuwa, 2017). Naile & Selesho (2014) [7] argue that leadership is a social influence process that is necessary for the attainment of societal and organizational goals. This is both conspicuous in its absence and mysterious in its presence. It is familiar and yet hard to comprehend. Moreover, administrative leaders understand that they have power due to their ability to reward and to coerce, expertise personal appeal and charisma (Naile & Selesho, 2014) [7]. Lundberg *et al.* (2019) [4] add that leaders influence their followers' behaviour through communication, group dynamics, training, rewards, and discipline.

Maduka & Okafor (2014) [5] argue that despite the influence leaders of local government authorities have on their staff around the world, some workers opt to leave the organization because they are not motivated enough while some are not willing to leave because they are enjoying some benefits in terms of promotion which leads to an increase in salaries, wages, bonuses, and other incentives. Thus, it is argued that the quality of a leader's relationship with an employee can be the most powerful element of employee motivation. The positive relationship creates a professional, positive and respectful attitude as result employees are more likely to adopt a similar approach with their peers and enjoy work (Abbas & Daniel, 2019) [1]. Further, in the process of improving local government

performance in Tanzania, the government established various strategies, policies and reforms to improve working conditions for public servants such as pay and incentive policy, Pay Reform and Local Government Reform Program (Njuwa, 2017). Despite the government initiatives, there has been unwillingness to work with Tanzania's local government authorities. In addition, there are a number of cases of graduates turning down employment offers in local government authorities (Njuwa, 2017).

Further, there has been reported increase of poor performance of employees, absenteeism, and demonstrations whereby employee in local government authorities have been facing different challenges including lack of motivation, poor working environment, and lack of working tools, and poor houses for employees, poor salaries, no allowances, transport problems of transport (Wilfred, 2021) [12]. Also, the Human Resources Department Report (2013) of Kinondoni Municipality shows that the number employee who are not satisfied with the working environment and organizations performance has been increasing year after year due to the presence of socio-economic challenges such lack of effective team work, poor workers' skills, untimely delivery of different tasks, and lack of leadership understanding and skills to motivate employers to perform well (Kaongo, 2015) [3]. Following thereof, the study sought to determine influence of administrative leadership on staff motivation in local government authorities in Tanzania.

Research Purpose

The main purpose of the study was to examine the influence of administrative leadership on enhancing staff motivation in local government authorities in Tanzania. Specifically, the study sought to establish the influence of employees' attributes, leader's knowledge, and the situation on staff motivation in Kinondoni Municipal Council.

Research Methods

The study adopted a descriptive survey research design covering the sample of 90 respondents drawn from the target population of 120 employees comprising senior officers in the public sector, civil servants who are non-senior officers and staff members of Kinondoni Council. Primary data was collected using questionnaires and interviews. Data was analyzed using descriptive and inferential statistics.

Results and Analysis

The major purpose of this study was to examine the influence of administrative leadership in enhancing staff motivation in local government authorities in Tanzania where the Multiple Linear Regression analysis with the following structure was used to indicate the influence of each variable in enhancing staff motivation;

$$SM(Y) = \alpha_0 + \alpha_1(ETX_1) + \alpha_2(LKX_2) + \alpha_3(SITX_3)$$

The Influence of Employee Attitudes on staff Motivation

On the influence of employee attitudes in increasing staff motivation in local government authorities, the study found that the influence of employees in staff motivation to local government authorities is both positive and statistically significant as displayed in Table 1 and Table 2.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.803 ^a	.644	.640	.46799	.644	143.068	1	79	.000

a. Predictors: (Constant), Independent Variable - Relationship

b. Dependent Variable: Dependent Variable – SM(Y)

Table 2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.591	.294		2.009	.048	
	Independent Variable - Relationship	0.858	.072	0.803	11.961	.000	1.000

Dependent Variable: Dependent Variable – SM(Y)

Further, the study found a positive correlation between SM(Y) and ETX₁; R = .803. The correlation coefficient of determination was R² = .640, implying that 64.0% of the staff motivation is influenced by employee attitudes, if other variables are kept constant, and the influence is statistically significant (F (1, 79) = 143.068, *p* < .05). Also, the regression of SM(Y) on ETX₁ is SM(Y) = .591 + 0.803 (ETX₁), implying that for every unit increase of ETX₁, there is 0.803 units increase in SM(Y), and the relationship is

significant (*p* < .05).

The Influence of Leader’s Knowledge on Staff Motivation

On the influence of leader’s knowledge in staff motivation in local government authorities in Tanzania, the study found that administrative leadership play a vital role in motivating employees in Kinondoni Municipal Council as illustrated by the regression results displayed in Table 3 and Table 4.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.789 ^a	.622	.617	.48247	.622	129.932	1	79	.000

a. Predictors: (Constant), Independent Variable - LKX₂

b. Dependent Variable: Dependent Variable – SM(Y)

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.649	.243		2.665	.000	
	LKX ₂	0.362	.119	0.339	3.053	.000	1.000

Dependent Variable: Dependent Variable – SM(Y)

Further, the study found that the correlation between SM(Y) and LKX₂ is R=.789. The correlation coefficient of determination is R² = .617, which implies that 61.7% of the motivation is influenced by the leader’s knowledge, if other variables are kept constant, and the influence is statistically significant (F;1,79) = 129.932, *p* < .05). Nevertheless, this finding means that for every unit increase of LKX₂, there is 0.339 unit increase in SM(Y), and the relationship is significant (*p* < .05). Lastly, these findings indicate that the influence of leader’s knowledge in staff motivation in local government authorities is both positive and statistically significant.

The Influence of Situation on Enhancing Staff Motivation in Local Government Authorities

The study also sought to establish the influence of the situation in enhancing the staff motivation in local government authorities in Tanzania. The study established a correlation between SM(Y) and SITX₃ at R = .851. The correlation coefficient of determination was R² = .725, which implies that 72.5% of the staff motivation is influenced by organisation situation, if other variables are kept constant, and the influence is statistically significant (F;1,79) = 208.044, *p* < .05) as shown in Table 5 and Table 6.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.851	.725	.721	.41162	.725	208.044	1	79	.000

a. Predictors: (Constant), Independent Variable - SITX₃

b. Dependent Variable: Dependent Variable – SM(Y)

Table 6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.171	.205	5.711	.000		
	Independent Variable - Organisation Situation	0.724	.050	0.851	14.424	.000	1.000

a. Dependent Variable: Dependent Variable - Motivation

Further, the study found that for every unit increase of SITX₃, there is 0.851 unit increase in SM(Y), and the relationship is significant ($p < .05$). These results indicate that the influence of situation in enhancing the staff motivation in local government authorities is both positive and statistically significant.

Conclusions

On the influence of employee attitudes on staff motivation in local government authorities in Tanzania, it can be concluded that the relationship between administrative leaders and employees' attitudes is significant and positive. About 64.0% of workers' motivation is influenced by the relationship between administrative leaders and employees if other variables are kept constant. The influence of leader's knowledge on staff motivation in local government authorities in Tanzania was found to be positive and significant. It can be concluded that 62.2% of motivation is influenced by administrative leadership if other variables are kept constant. Therefore, administrative leadership is significantly and positively correlated with staff motivation. On the influence of situation in enhancing staff motivation in local government authorities in Tanzania, the study concludes that organizational structure is a crucial and integral part of the organization in which an organization cannot do without. Among the three independent variables covered in the study, organization situation stood out by contributing a higher percentage in staff motivating in local government authorities with 72.5% if other variables are kept constant, and the influence is statistically significant. Further, all independent variables were found to have an influence on enhancing staff motivation in local government authorities in Tanzania and more specifically in Kinondoni Council. Assuming that the local government authorities are homogenous across the country it can be concluded that administrative leadership has a significant influence on staff motivation. This is supported by the Hersey-Blanchard Leadership Theory.

Recommendations

Based on the study findings, there is a need for leaders to undergo strategic training to create conducive motivating environment. Further, it is recommended that the local authorities should improve their administrative leadership in terms of leadership styles used so that they are more facilitative to employees. There is need to adapt an appropriate leadership style since there exists a positive and significant relationship between the appropriate leadership styles and employee motivation. Further, local government authorities are implored upon to improve their knowledge on administrative leadership to improve practice. Local authorities should provide a better working environment around the council headquarter to attract and motivate workers in local government authorities. Finally, it is recommended that the local authorities should have a clear organizational structure in their administrative leadership as

a good design structure always improves employees' engagement which is a crucial and integral part of an organization.

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