



RESEARCH ARTICLE

EFFECTS OF INSPIRATIONAL MOTIVATION BEHAVIOR ON PERFORMANCE IN TANZANIA.

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Abstract

This study examined the effects of inspirational motivation (IM) behavior on public sector performance (PSP) in Tanzania. Quantitative research methods were employed using survey design to obtain 360 respondents out of 4337. Multi stage sampling technique involved in selecting public sector organization in Tanzania, whereby each zone represented by one public sector. Data analysis was done quantitatively using structural equation modeling. Findings revealed that inspirational motivation were found with insignificant effects on public sector performance. The study concludes that other factors which hinder the effectiveness of inspirational motivation should be traced and resolved to promote good services delivery to the people.

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Introduction:-

Literature exemplify that effective leadership is a tool for improving organisational performance. Authors point out that transformational leadership (TL) is an effective leadership for improving organisational performance. Scholars such as Givens (2008) described transformational leadership as the course of action that influences employees for providing positive changes in organizational performance. In addition, through Hesselbein and Shrader (2010) and Hosseini SarKhosh (2008) demonstrated that transformational leadership is an effective leadership because it builds moral characteristics such as visionary and inspiring subordinates which influences employee's performances. Based on that, transformation leadership provides thoughts of good performance of employees and their organisation at large.

Empirical studies point out the need of applying transformational leadership to influence organizational performance. For instance, Samad and Abdulah (2012) found transformational leadership as the most significant leadership style for improving performance on logistic companies in Malaysia. This is due to the fact that transformational leadership has the ability to inspire and motivate employees to commit to organisational goals, which enhance performance beyond expectation.

Realizing the importance of transformational leadership for improving public sector performance, in the last 30 years the governments all over the world adopted transformational leadership by building a transformative reform programme (Lufunyo, 2013). Furthermore, most African countries also adopted a transformative reform programme. For instance, Kenya developed an economic recovery strategy and public sector results based policy aiming improving public sector performance (Ngaithe, 2015).

In addition, the Government of Tanzania, like other countries developed a number of transformative programmes such as civil service reform program in 1991, public service management and empowerment policy 1999 and public

service reform program phase one and two of 2000 and 2008 consecutively. These reform programmes aimed at improving public sector performance and transitioning the country's economy from low to middle income (PO-PSM 2014). From that base, public sectors and other developmental partners have been paying attention to the subject matter of reform programmes to influence its better performance. Despite these transformative efforts, yet the expected results were not impressive (Lufunyo, 2013). Public sectors were seen as performing below expectations of the people (Mpango 2012).

In order to improve public sector performance, it was recommended adopting constructs of transformational leadership (Adulazizet *al.* 2012). In addition, Andrean and Petrik (2016) confirmed that transformational leadership which inspirational in nature was the greatest need in today's complex organization. This is because employees and customers look for inspirational leaders to lead them towards achievements. From that view, this study examined the effects of inspirational motivation on public sector performance in Tanzania.

According to Burn (1978) transformational leadership is a leadership style where leaders and subordinates help each other to higher level of motivation and morality, and all of them perform beyond expectations. Mpango (2012) pointed out that transformational leadership through inspirational motivation was required to play and win the game of the impossible. Sarros and Santora (2001) described inspirational motivations as the capability of leaders to raise consciousness of employees to work according to the organisational mission and vision. Public sector performance is the process of effective and efficient services delivery to the people using available resources. To test the relationship between IM and public sector performance it was hypothesized that: *Inspirational motivation has significant effects on public sector performance in Tanzania.*

Literature Review

Theoretical literature Review

To study the influence of inspirational motivation leadership behavior on organisational performance, Burns (1978) introduced the transformational leadership theory. He asserts that transformational leadership is a leadership style where leaders and followers help each other to higher level of motivation and morality to influence organisational performance. Later, Bass (1985) extended the theory of transformational leadership by adding four dimensions that tend to influence organisational performance. He describes the theory by stating that, inspirational motivation, individualized consideration, intellectual stimulation and idealized influence are four determinants of transformational leadership that have significant effects on organisational performance. Despite the described necessity of the constructs of transformational leadership, there is limited research findings which has been detailed on the effects of inspirational motivation on PSP in Tanzania context. Likewise, inspirational motivation comprises astonishing traits and a number of studies suggest the significant influence on organisational performance but little attention is paid on these attributes of inspirational motivation on performance (Hussain *et al.* 2014). This Study therefore borrowed inspirational motivation to study its effects on public sector performance in Tanzania.

Empirical Literature Review

In the global context, Omar (2011) examined the influence of transformational leadership on organisational performance in Argentina. The survey involved 218 employees of public sector organisation. Findings showed that transformational leadership under inspirational motivation has positive effects on job satisfaction which leads to improved public sector performance. This means that applicability of inspirational motivation influences public sector performance in Argentina. These results from Argentina are related with Amin *et al.* (2016) who examined the relationship between transformational leadership and projects team performance in Pakistan by involving 180 projects experts from public and private sector. Multiple correlations used for analysis and results indicated that inspirational motivation significant affected projects team performance in public and private sector. Furthermore, in the African context Duressa and Asfaw (2014) investigated the relationship between the construct of transformational leadership and its implication in Ethiopia. Findings revealed that inspirational motivation has insignificant effects in public sector organisation. Since inspirational motivation empirically shows inconsistent result, that in other countries especially developed countries the results show significant effects on performance and other countries such as Ethiopia indicate insignificant effects on performance. Therefore, to come up with genuine conclusions, there is a need of testing the effects of IM in Tanzanian context for proper decision making and justification.

Hassan (2007) examined the effects of IM on organisational performance using shared vision, team work, commitments and attainable objectives. On the other hand, Ngaithe (2015) applied only team work, autonomy and

communication to measure the influence IM on organisational performance. Argia and Ismail (2013) pointed out that among the measurements used as an attribute of inspirational motivation were; teamwork, motivation, shared vision, attainable objectives, autonomy, commitments and confidence. Based on this fact, researcher explored these observed measurements and authenticated based on public sector performance in Tanzania.

On the other hand, Hurduzeu (2015) categorized the measurements of performance into the following indicator variables; the goal approach where the organisational performance measured by ability of the organisation to achieve, system resource approach which involved the relationship between the organisation and the environment, constituency approach where multiple stakeholders of the organisation perceived with the effectiveness of performance and competing value approach in which organizations were required to apply different criteria to measure organisational performance.

Apart from explanation concerning indicator of organisational performance, Ngaithe (2015) revealed the absence of specific indicator variables for organisational performance; thus, pointed out that measurements variables of performance depend on the nature, discussion and agreements on the right way of measuring the organisational performance. According to PO -RALG (2017) the indicator variables to measure public sector performance were service delivery, action taking, leaders' influences, achievement of government reform, supervised LGA, equality of using resources, corruption prohibition, linking and coordination, promotion of accountability, improved training and accomplishing directives.

Methodology:-

This study used quantitative research method where survey research strategy used for collecting data. Out of 4,337 survey population, 360 employees were selected as a sample size in all sections and units at the Regional commissioners' offices which represented public sector in Tanzania. Multi stage sampling technique was applied to select one RCO in each zone in Tanzania followed by simple random sampling which used to select employees from the selected RCO to complete the survey questionnaire. The summated rating scale (likert scale) was used to rate the survey questionnaire. After collecting data, descriptive approach was used to establish the normality of the numbers, factorial analysis for validating the underlying constructs and structural equation model used for testing hypothesis. Issues of validity and reliability was addressed by obtaining a valid and reliable finding. In addition, composite reliability, convergent and discriminant validity analysed during confirmatory factor analysis as shown in Table 3.1. Furthermore, nomological validity assessed using SEM where the standardized coefficients were found above 0.2 as suggested by (Fornell and Larcker, 1981).

Table 3.1:-Composite Reliability, Convergent and Discriminant Validity

	CR	AVE	MaxR(H)	IM	RCOP
IM	0.822	0.537	0.830	0.733	
RCOP	0.682	0.518	0.687	0.331	0.646

Source: Researcher (2018)

Also, reliability tested using the Cronbach's alpha (α) analysis and findings revealed very reliable variables since the Cronbach's coefficient was found with α coefficient which range from 0.847 to 0.889 as shown on Table 3.2.

Table 3.2:-Reliability of Variables

Variables	No attributes	Cronbach's Alpha
Inspirational motivation	7	0.889
Regional commissioner's offices performance	12	0.847

Source: Researcher (2018)

Source: Researcher (2018)

Findings of the study

Exploratory Factor Analysis (EFA)

In order to assess the suitability of each item to their underlying structure, the following criteria which recommended by Yong and Pearce (2013) was adopted for retaining/dropping an item/indicator as follows: First, all items loaded into their associated factors were retained and those loaded into more than one factors were dropped. Second, all items with KMO p-value greater than 0.5 were retained and those with less than 0.5 were dropped.

Third, all items with loading ranging from 0.4 to 0.8 were retained and those with loading less than 0.4 or above 0.8 were dropped.

In inspirational motivation, all seven items were found being fit in the model. Hence no item was deleted at EFA level. In public sector performance had twelve items whereby six was dropped and the rest remain as shown in Table 4.1 items. Items dropped during EFA analysis had weak loadings and multiple loading which affected model fitting.

Table 4.1:-Dropped Items on EFA Rotated Component Matrix^a

Variable	Item dropped
PSP: Public Sector Performance	RCOP5: Corruption prohibition
	RCOP6: Equal dissemination of resources
	RCOP8: Effective performance
	RCOP9: Accountability
	RCOP10: Training
	RCOP12: Business as usual

Source: Researcher (2018)

The remaining fitted items which is expressed in Table 4.2 was carried in the next stage of confirmatory factor analysis.

Table 4.2:-Definitions of Constructs and their Measurements

Inspirational Motivation	Public Sector Performance
IM1: Confidence	RCOP2: Reform programme
IM2: Common vision	RCOP3: Action taken
IM3: Teamwork	RCOP4: Supervision of local authority
IM4: Freedom	RCOP7: Coordination
IM5: Attainable Objectives	RCOP2: Reform programme
IM6: Commitments	
IM7: Motivation	

Source: Researcher 2018.

Confirmatory Factor Analysis

Confirmatory factor analysis was used for analyzing the theoretical constructs of inspirational motivation on influencing regional public sector performance in Tanzania. The CFA was used by considering loadings of the measures, error variances and covariance (Hooper, et al., 2008). The criteria used to guide the model refinement process to achieve a better fit as recommended by Schumacker & Lomax (2004) were standardized regression weights, modification indexes as shown on Table 4.3.

Measurement Model for Inspirational Motivation (IM)

IBM SPSS Amos 20 was run to test for inspirational motivation (IM) measurement model fitness which comprised seven factors namely IM1, IM2, IM3, IM4, IM4, IM5, IM6 and IM7. At the initial stage of confirmatory factor analysis, the model fit index produced the following results: CMID/DF = 8.712, GFI = 0.908, P = 0.00, AGFI = 0.816, CFI = 0.915 and RMSEA = 0.146 which indicate poor fit as compared in Table 4.3. Therefore, further improvement or model refinement was required to attain a model fit. Thus, AMOS was run three times and the following three items were deleted IM1, IM5 and IM6 based in their order of run. After deleting the three items four items remain in the model which are IM2, IM3, IM4 and IM7. In fact, three items deleted because of having high value of standardized regression weight, covariance and regression weight at the modification index compared to other items in a model hence resulting into an inadequate model fit. After the deletion of those items, the results of confirmatory factor analysis indicated that the model fitted well based on criteria of fit indexes whereby the score obtained was: CMIN/df = 2.034; P = 0.131, GFI = 0.994; AGFI = 0.971, CFI = 0.995 and RMSEA = 0.055. All items retained had an SRW cut of 0.5 or greater the accepted fit, falling within the acceptance framework. This means that the selected observed variable of inspirational motivation fit the model for influencing PSP. Figure 4.1 show the inspirational motivation model after the confirmatory process.

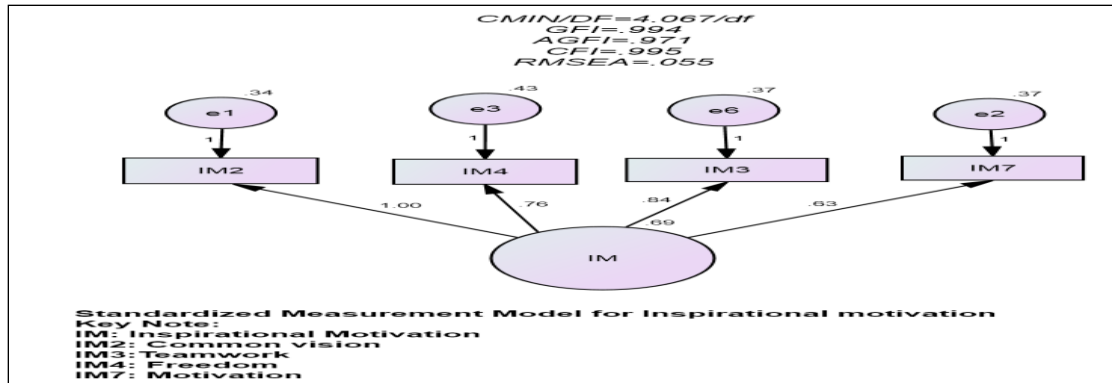


Figure 4.1:-Inspirational Motivation

Source: Researcher, 2018

Measurement Model for the PSP in Tanzania

The measurement model for measuring PSP in Tanzania, involved the following observed variable namely RCOP1, RCOP2, RCOP3, RCOP4, RCOP7 and RCOP11. Confirmatory factor analysis was run and the model fit index obtained the following findings; CMIN/df = 8.643, P = 0.00, GFI = 0.931, AGFI = 0.839, CFI = 0.880 and RMSEA = 0.151. These findings show poor fit of the model base on model fitness criteria as shown in Table 4.17. Due to poor model fit, some of the items removed to adjust the model which is RCOP2 and RCOP11. After deleting these items, the model improved fitness as follows: - CMIN/df = 0.535, P = 0.586, GFI = 0.998, AGFI = 0.992, CFI = 1.00 and RMSEA = 0.00 as indicated on Fig 4.2.

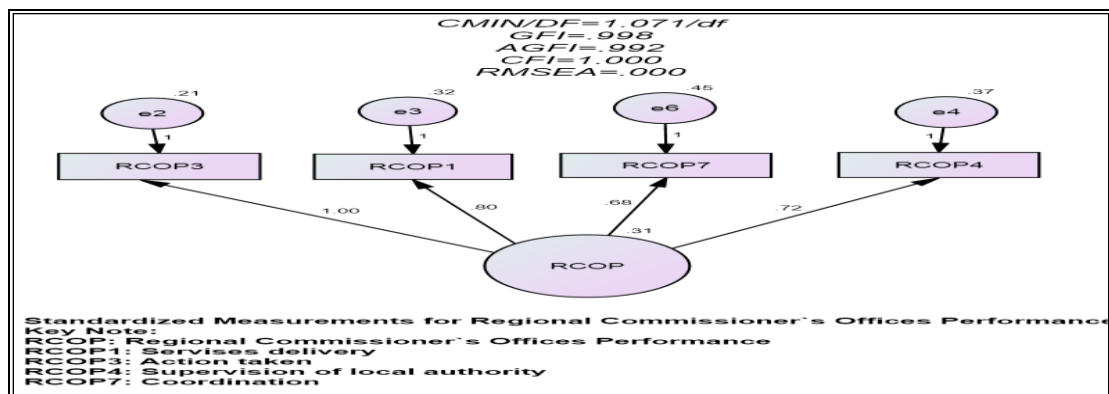


Figure 4.2:-The RCOP Measurement Model

Source: Researcher (2018)

Table 4.3:-Summary of Measurement Model on CFA

Items	Initial Stage of CFA Indicating Unsatisfactory Measurement Model Fit					Final Stage of CFA Indicating Good Measurement Model Fit				
	CMID/Df	GFI	AGFI	CFI	RMSEA	CMID/Df	GFI	AGFI	CFI	RMSEA
IM	8.712	0.908	0.816	0.915	0.146	2.034	0.994	0.971	0.995	0.055
RCOP	8.643	0.931	0.839	0.880	0.151	0.535	0.998	0.992	1.00	0.000
Standard	< 3	>0.95	>0.95	>0.95	0.008	< 3	>0.95	>0.95	>0.95	< 0.008

Source: Researcher 2018

Basic Structural Model on TL and PSP in Tanzania

The basic structural model of the study used to test hypothesized relationship between the effects of inspirational motivation on PSP in Tanzania. Regression analysis using SEM used to test hypothesis. The path leading from IM to RCOP in Table 4.2 is used to examine the relationship between IM and PSP in Tanzania. A negative path coefficient ($\gamma = -0.076$) using standardized estimate results in Table 4.20 indicates that IM is negatively related to PSP in Tanzania. This concurs with Hoe (2008) who argued that a standardized path coefficient (γ) should be at least 0.2 to

be significant. Further analysis done using critical ratio and p-value, findings from this study revealed a negative critical value (C.R = -0.570 which is <1.96) and higher significance level of $p = 0.569$. The results concur with Hox and Bechger (2014) who argued that a relationship, which has yielded a critical ration greater than 1.96 and p-value less than 0.05, is considered significant. The results confirm a poor relationship between IM and PSP in Tanzania. Due to these findings the stated hypothesis was rejected. But surprisingly measurements of inspirational motivation namely common vision (IM2), teamwork (IM3), freedom (IM4) and motivation (IM7) as illustrated has positive and significant influence on PSP as shown in Table 4.4.

Table 4.4:-Basic Model - Standardized Regression Weight

Path			Estimate	S.E.	C.R.	P	Label	SRW	Remarks
RCOP	<---	IM	-.044	.078	-.570	.569	par_24	-0.076	Not supported
IM2	<---	IM	1.112	.079	14.088	***	par_1	0.786	Supported
IM3	<---	IM	1.000					0.776	Supported
IM4	<---	IM	.897	.071	12.654	***	par_8	0.708	Supported
IM7	<---	IM	.728	.063	11.583	***	par_7	0.651	Supported

Source: Researcher (2018)

Discussion of Findings

In the current study it was hypothesized that inspirational motivation has a positive and significant effects on PSP Tanzania. The empirical result does not support the above hypothesis by yielding standardized coefficient estimate (γ) of -0.076, critical ration (C.R) of -0.570 and significant p-value of 0.569. These findings present negative and insignificant effects of inspirational motivation on PSP in Tanzania. As argued by Chin (1998) that a standardized path coefficient (γ) should be at least 0.2 in order to be considered significant. This implies that the attributes which determine the inspirational motivation context are not providing enough explanatory power to explain the significant effects on PSP in Tanzania. This means that, workers at PSP are not inspired to work hard to enhance performance. The motivations which are given to workers are not inspiring employees which results into lack of commitments.

Findings in this study support the empirical findings from others context. For instance, Longet *et al.* (2014) who conducted a research in government linked company in Malaysia where 378 employees from six departments involved. Findings revealed that IM insignificantly related with government linked companies' performance in Malaysia. These discoveries imply that the practices of IM did not influence the government linked company's performance due to the truth that leaders were not in the position of inspiring workers to be committed at work and working hard. Furthermore, the current findings are related with Durressa and Asfaw (2014) who examined the relationship between transformational leadership and its implication in public services organisation in Ethiopia using mixed method research approach. The result revealed that inspirational motivation has insignificant relationship with public sector performance because of poor sharing of vision and mission in Ethiopia public services organisation. Therefore, based on these results IM was not potential to the contribution of public sector organisational performance in Ethiopia. These findings justify that inspirational motivation developing countries are not well applicable to influence organisational performance. This is because most leaders in public sectors/organisations do not inspire their workers to commit themselves to provide good services to the people. The habit of inspiring workers in public sector of developing countries needs special attention because it is a new agenda.

The current study results also do not corroborate with previous empirical findings, for instance Raja's (2012) conducted a research in public sector in Pakistan. In his study regression analysis was applied and it was found that IM improved services delivery and performance. The findings suggested using IM to promote public sector performance. All managers and head of section were advised to continue creating common sense of teamwork to all staff aiming performance. These findings imply that, using IM created the spirit of teamwork and common vision for high organizational performance. Therefore, at public sector performance inspirational motivation should be taken as an important need and have to be promoted to ensure commitments and standard services provision to Tanzanian.

Thus, basing on the findings in this study inspirational motivation is less meaningfully to influence the PSP. But, all attributes of inspirational motivation namely the common vision, teamwork, freedom and motivations show positive and significant relationship with IM towards influencing PSP in Tanzania. However, common vision, teamwork, freedom and motivation alone cannot explain the predicting power of inspirational motivation on influencing PSP in

Tanzania. Since the four attributes of IM have been found to be significant, this implies that the inspirational motivation still holds true to some extent in supporting the PSP in Tanzania.

Conclusion And Recommendation:-

The result from hypothesis testing indicates that there was no statistically significant on the relationship between IM and PSP in Tanzania. A negative path coefficient ($\gamma = -0.076$) critical ration (C.R) of -0.570 and significant p-value of 0.569 present insignificant contribution of IM on PSP. On the other hand, the attributes of IM namely common vision, teamwork, freedom and motivations found with strong positive and significant for influencing IM towards affecting PSP. This study concludes that common vision, teamwork, freedom and motivation alone cannot explain the predicting power of IM on influencing PSP in Tanzania. However, IM will be more meaningful to affects PSP when other factors which were not involved in this study are combined with them. Leaders at all public sector organizations could also serve this finding as point of reference for coming up with new startergies for improving much more services delivery to the people. Leaders should promote all IM attributes to attain high performance at the PSO in Tanzania. Also, leaders should discourage factors which hinder proper use of inspirational motivation to promote better services provision to people in public sector organization. Such factors may include reduced budget and shrinking of resources which hinder push power of inspirational motivation.

On the other side, this study was conducted in public organisation in Tanzania by being represented by regional commissioners' offices. A similar study can be conducted at private organization, local government authority, central agency and ministry level to distinguish the influence of transformational leadership for each level of the government's organizations. The future research can address the above limitations by conducting a comparative study. The study did not use moderators; other studies cab be conducted in public sector organizations by including moderating variables. The inspirational motivation by the presence of moderating variable can significantly influence PSP in Tanzania. Qualitative study can be conducted to explore facts about why IM has insignificant effects on PSP in Tanzania.

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