

# International Journal Research Publication Analysis

Page: 01-13

---

## THE EFFECT OF EMPLOYEE MOTIVATION ON SERVICE DELIVERY AT ASAS DAIRIES LIMITED IN TANZANIA

---

**\*Rosemary Mbangwa**

---

Department of Business Studies; University of Iringa.

---

Article Received: 01 September 2026

**\*Corresponding Author: Rosemary Mbangwa**

Article Revised: 21 September 2026

Department of Business Studies; University of Iringa.

Published on: 12 October 2026

DOI: <https://doi-doi.org/101555/ijrpa.1257>

---

### ABSTRACT

Employee motivation is an important human resource management issue because employees' willingness to perform their duties can influence the quality and timeliness of services provided by an organisation. This study evaluated the effect of employee motivation on service delivery at ASAS Dairies Limited in Iringa, Tanzania. The study focused on three main motivation practices: financial incentives, employee recognition and career development opportunities. A mixed-methods approach and an explanatory research design were used. Quantitative data were collected from 80 employees through structured questionnaires, while qualitative data were obtained from five key informants through semi-structured interviews. Quantitative data were analysed using frequencies and percentages in SPSS Version 26, while interview data were analysed thematically. The findings showed that employee motivation was associated with several aspects of service delivery. Specifically, 76.3% of respondents reported that financial incentives often encouraged timely completion of assigned duties. Similarly, 76.3% reported that employee recognition improved service quality six to ten times during the previous twelve months, while 73.8% indicated that career development opportunities often helped employees meet customers' expectations. However, the findings also showed limitations. About 47.5% of respondents reported that motivation improved daily work performance by less than 20%, while 67.5% indicated that motivation rarely reduced delays in completing assigned duties. Interview findings indicated that financial incentives, recognition and career development strengthened employee commitment, confidence and service quality, but their effectiveness was affected by organisational resources, supervision and working conditions. The study concludes that employee motivation contributes to service delivery at ASAS Dairies Limited, although

motivation alone is insufficient to eliminate operational delays. The study recommends a fair motivation system that combines financial incentives, employee recognition and career development with effective supervision and adequate working resources.

**KEYWORDS:** Employee motivation, financial incentives, employee recognition, career development, service delivery, ASAS Dairies Limited.

## 1. INTRODUCTION

Employee motivation concerns the factors that influence the direction, intensity and persistence of employees' efforts at work. Motivation may arise from financial rewards and other external incentives, but it may also be supported by recognition, opportunities for development, meaningful work and supportive working conditions. Self-Determination Theory explains that employees are more likely to develop high-quality motivation when their needs for competence, autonomy and relatedness are supported within the workplace. Such conditions can contribute to sustained effort and higher-quality performance (Deci et al., 2017).

In organisations that depend on employees to provide services, motivation is relevant because employees are directly involved in completing tasks, responding to customers and maintaining service standards. Financial incentives can encourage employees to exert additional effort, while recognition can communicate that employees' contributions are valued. Career development can also strengthen employees' commitment by providing opportunities to acquire skills and progress within the organisation. These forms of motivation do not necessarily have the same effect in every organisation, since their usefulness depends on how they are designed and implemented.

Evidence from Tanzania provides support for the relationship between motivation and service delivery, although findings differ according to organisational context. Mlangala and Thomas (2022), in a study conducted at Chamwino District Council Headquarters, found that salary, allowances, working conditions and career development were important motivational factors associated with better service delivery. Their study also emphasised the importance of a work environment that enables employees to perform effectively.

Sangaya (2018), studying employee motivation and service delivery at Vodacom Tanzania Limited, found positive relationships between several motivational practices, including salary, performance bonuses and other employee benefits and employees' delivery of services consistent with customer expectations. The study therefore provides evidence from a private-

sector organisation that financial and non-financial motivation can be relevant to service delivery.

Recognition is another aspect of motivation that may influence employee behaviour. Kayuki and Mutalemwa (2024), in their study of the Judiciary of Tanzania, found weaknesses in employee recognition and appreciation and argued for stronger recognition systems to support effective service delivery. Their findings also show that recognition cannot be separated completely from the working environment and organisational support.

The present study was conducted at ASAS Dairies Limited in Iringa, Tanzania. The original dissertation examined recruitment, training and employee motivation as separate human resource management practices. For the present paper, the analysis is restricted to employee motivation. The study measured motivation through financial incentives, employee recognition and career development opportunities, while service delivery was considered in terms of timely completion of duties, work quality, customer satisfaction and reduction of delays. The original study collected information from 80 employees and five key informants. Employee motivation is expected to improve service delivery through financial incentives, employee recognition and career development. However, motivational practices do not always produce improvements in all aspects of service delivery because organisational and operational conditions may limit their effectiveness. Previous studies have reported positive relationships between employee motivation and service delivery in different settings (Mlangala & Thomas, 2022; Sangaya, 2018), but limited evidence exists from private dairy-processing organisations. At ASAS Dairies Limited, motivation was associated with improvements in timely completion of duties, service quality and meeting customer expectations, while weaknesses were reported in daily performance improvement and reduction of service delays. This study therefore assessed the effect of employee motivation on service delivery at ASAS Dairies Limited in Tanzania.

## **2. Literature Review**

### **2.1 Theoretical Perspective: Self-Determination Theory**

Self-Determination Theory provides a useful theoretical basis for understanding employee motivation. The theory distinguishes between different forms of motivation and emphasises the importance of autonomy, competence and relatedness in the workplace. According to Deci et al. (2017), work environments that support these psychological needs are more likely to promote high-quality motivation, employee well-being and effective performance.

The theory is relevant to the present study in three ways. First, career development can strengthen employees' sense of competence because employees receive opportunities to acquire knowledge and develop their capabilities. Second, recognition can strengthen employees' sense of relatedness because it communicates that their contribution is valued by the organisation and supervisors. Third, financial incentives can influence employees' willingness to exert effort, although the effect depends on how rewards are structured and perceived.

The theory therefore suggests that motivation should not be reduced to salary or financial rewards. A combination of financial and non-financial practices can provide a stronger basis for sustained employee effort.

## **2.2 Empirical Literature Review**

Mlangala and Thomas (2022) examined motivation factors and service delivery at Chamwino District Council Headquarters in Tanzania. The study found that salary and allowances motivated employees to work harder and provide quality services. It also found that career development was important because it helped employees improve their skills and competencies. These findings support the argument that both financial and developmental aspects of motivation are relevant to service delivery.

Sangaya (2018) examined employee motivation and service delivery at Vodacom Tanzania Limited. The study used questionnaires and interviews and found positive statistically significant relationships between several employee benefits and the delivery of services consistent with customer expectations. The findings are relevant to the current study because both studies consider motivation in a private-sector organisation.

Mfikwa et al. (2022) examined financial incentives and employee performance at Iringa Municipal Council. Their results showed a positive but statistically insignificant contribution of financial incentives to employee performance. This finding is important because it demonstrates that financial incentives should not automatically be assumed to produce strong employee performance. Other organisational conditions may also influence the outcome.

Kayuki and Mutalemwa (2024) examined recognition and appreciation in relation to effective delivery of judicial services in Tanzania. Their findings indicated that recognition and appreciation were relatively weak and recommended stronger recognition systems. The study is relevant to ASAS Dairies Limited because it demonstrates the importance of recognising employees as part of an effective motivation system.

The reviewed studies establish that employee motivation can be related to service delivery and employee performance. However, the evidence is drawn from different organisational

settings, including local government, telecommunications and the Judiciary. The findings also demonstrate that motivation does not operate uniformly across organisations.

The specific gap addressed by this study is therefore contextual. Limited evidence was available concerning the relationship between financial incentives, employee recognition, career development and service delivery within a private dairy-processing organisation in Iringa. The present study addresses this gap using evidence collected from employees and managers of ASAS Dairies Limited.

### **3. METHODOLOGY**

The study employed a mixed-methods approach and an explanatory research design to assess the effect of employee motivation on service delivery at ASAS Dairies Limited in Iringa Region, Tanzania. Quantitative data were collected through structured questionnaires administered to 80 employees, while qualitative data were obtained through semi-structured interviews with five managers selected as key informants because of their knowledge of employee motivation and service delivery. The target population consisted of 100 employees, with simple random sampling used to select questionnaire respondents and purposive sampling used to select the key informants. The study focused on three indicators of employee motivation, namely financial incentives, employee recognition and career development opportunities, and examined their relationship with service delivery in terms of timely completion of duties, service quality, meeting customer expectations, daily work performance and reduction of service delays. Quantitative data were analysed using SPSS Version 26 through frequencies and percentages, while qualitative interview data were analysed thematically by identifying recurring issues related to employee commitment, work performance and service delivery. The study reported a 100% response rate for the questionnaires and interviews. To ensure validity and reliability, the questionnaire was reviewed by research supervisors and pre-tested with 10 employees who were not included in the main sample; the study reported a KMO value of 0.619, a significant Bartlett's Test of Sphericity and a Cronbach's Alpha of 0.764 for 20 questionnaire items, indicating acceptable internal consistency. Ethical clearance was obtained from the University of Iringa, and permission to conduct the study was obtained from ASAS Dairies Limited. Participation was voluntary and based on informed consent, while confidentiality and anonymity of respondents were maintained. Since the analysis relied on descriptive statistics rather than inferential statistical testing, the findings are interpreted as respondents' reported experiences

and perceptions and do not establish statistical causality between employee motivation and service delivery.

## 4. RESULTS

### 4.1 Financial Incentives and Timely Completion of Duties

The results show a clear reported relationship between financial incentives and timely completion of assigned duties. Out of the 80 respondents, 61 respondents, equivalent to 76.3%, reported that financial incentives often encouraged them to complete assigned duties on time. Twelve respondents (15.0%) reported that financial incentives never encouraged timely completion, five respondents (6.3%) reported rarely and two respondents (2.5%) reported sometimes. No respondent selected always.

**Table 1: Financial Incentives and Timely Completion of Assigned Duties.**

| Response     | Frequency | Percentage   |
|--------------|-----------|--------------|
| Never        | 12        | 15.0         |
| Rarely       | 5         | 6.3          |
| Sometimes    | 2         | 2.5          |
| Often        | 61        | 76.3         |
| Always       | 0         | 0.0          |
| <b>Total</b> | <b>80</b> | <b>100.0</b> |

**Source:** Field data (2026).

The result indicates that financial incentives were perceived by most employees as an encouragement to complete their duties within the required time. The finding is consistent with Mlangala and Thomas (2022), who reported that salaries and allowances encouraged employees to work harder and provide quality services.

However, the finding should not be interpreted to mean that financial incentives alone guarantee timely service delivery. The study by Mfikwa et al. (2022) found a positive but statistically insignificant contribution of financial incentives to employee performance in Iringa Municipal Council. The difference suggests that the effect of financial incentives can depend on the organisational environment and the way incentives are administered.

## 4.2 Employee Recognition and Service Quality

Employee recognition was another important motivation indicator. The findings showed that 61 respondents, representing 76.3%, reported that employee recognition improved service quality six to ten times during the previous twelve months. Sixteen respondents (20.0%) reported no occurrence, two respondents (2.5%) reported one to two times and one respondent (1.3%) reported three to five times. No respondent reported more than ten times.

**Table 2: Employee Recognition and Service Quality.**

| Frequency of improvement | Frequency | Percentage   |
|--------------------------|-----------|--------------|
| None                     | 16        | 20.0         |
| 1–2 times                | 2         | 2.5          |
| 3–5 times                | 1         | 1.3          |
| 6–10 times               | 61        | 76.3         |
| More than 10 times       | 0         | 0.0          |
| <b>Total</b>             | <b>80</b> | <b>100.0</b> |

**Source:** Field data (2026).

The finding suggests that recognition was associated with perceived improvement in service quality. Recognition can communicate to employees that good performance is noticed and valued. This interpretation is supported by Kayuki and Mutalemwa (2024), whose study of the Judiciary of Tanzania found that recognition and appreciation were important but insufficiently developed and recommended stronger recognition systems to support effective service delivery.

The finding also agrees with the principles of Self-Determination Theory. Recognition can contribute to employees' sense of competence and relatedness when it is genuine, fair and connected to actual performance (Deci et al., 2017).

## 4.3 Career Development and Meeting Customers' Expectations

Career development was also associated with service delivery. Fifty-nine respondents, representing 73.8%, reported that career development opportunities often helped them meet customers' expectations. Fourteen respondents (17.5%) reported never, five respondents (6.3%) reported rarely and two respondents (2.5%) reported sometimes. None selected always.

**Table 3: Career Development and Meeting Customers' Expectations.**

| <b>Response</b> | <b>Frequency</b> | <b>Percentage</b> |
|-----------------|------------------|-------------------|
| Never           | 14               | 17.5              |
| Rarely          | 5                | 6.3               |
| Sometimes       | 2                | 2.5               |
| Often           | 59               | 73.8              |
| Always          | 0                | 0.0               |
| <b>Total</b>    | <b>80</b>        | <b>100.0</b>      |

**Source:** Field data (2026).

The result indicates that career development was viewed as relevant to employees' ability to meet customer expectations. Career development may increase employees' competence by providing opportunities to acquire new knowledge and skills. Mlangala and Thomas (2022) similarly found that career development helped employees update their skills, capabilities and competencies, which supported quality service delivery.

The finding also corresponds with Self-Determination Theory because opportunities for development can strengthen employees' sense of competence (Deci et al., 2017).

#### **4.4 Employee Motivation and Daily Work Performance**

The results provide a more cautious picture when motivation is considered in relation to the amount of improvement in daily work performance. Thirty-eight respondents, representing 47.5%, reported that employee motivation improved their daily work performance by less than 20%. Thirty-three respondents (41.3%) reported improvement of 20–39%, four respondents (5.0%) reported 40–59% and five respondents (6.3%) reported 60–79%. None reported improvement of 80–100%.

**Table 4: Extent to Which Employee Motivation Improves Daily Work Performance.**

| <b>Improvement</b> | <b>Frequency</b> | <b>Percentage</b> |
|--------------------|------------------|-------------------|
| Less than 20%      | 38               | 47.5              |
| 20–39%             | 33               | 41.3              |
| 40–59%             | 4                | 5.0               |
| 60–79%             | 5                | 6.3               |
| 80–100%            | 0                | 0.0               |
| <b>Total</b>       | <b>80</b>        | <b>100.0</b>      |

**Source:** Field data (2026).

This result is important because it prevents an overly positive interpretation of employee motivation. Although respondents associated financial incentives, recognition and career development with specific improvements in service delivery, nearly half reported that

motivation improved daily work performance by less than 20%. This means that motivation may contribute to performance without being sufficient to produce large improvements in everyday work.

The finding is consistent with the argument that employee motivation operates together with organisational conditions. Deci et al. (2017) explain that workplace conditions influence whether motivation develops into high-quality performance.

#### **4.5 Employee Motivation and Reduction of Delays**

The weakest result concerned the reduction of delays in completing assigned duties. Fifty-four respondents, representing 67.5%, reported that employee motivation rarely reduced delays. Five respondents (6.3%) reported never, eight respondents (10.0%) reported sometimes and 13 respondents (16.3%) reported often. No respondent selected always.

**Table 5: Employee Motivation and Reduction of Delays.**

| <b>Response</b> | <b>Frequency</b> | <b>Percentage</b> |
|-----------------|------------------|-------------------|
| Never           | 5                | 6.3               |
| Rarely          | 54               | 67.5              |
| Sometimes       | 8                | 10.0              |
| Often           | 13               | 16.3              |
| Always          | 0                | 0.0               |
| <b>Total</b>    | <b>80</b>        | <b>100.0</b>      |

**Source:** Field data (2026).

The result shows that motivation was not sufficient to remove delays in service delivery. This is an important finding because delays may arise from factors outside individual employee motivation. The qualitative findings from the original study indicated that organisational resources, effective supervision and supportive working conditions were also necessary for better service delivery.

Therefore, the findings suggest that management should not respond to service delays only by increasing employee motivation. Operational resources, supervision, work organisation and other conditions should also be considered.

#### **5. DISCUSSION OF FINDINGS**

The overall findings indicate that employee motivation had a positive reported effect on selected aspects of service delivery at ASAS Dairies Limited. The strongest responses concerned financial incentives and timely completion of duties, employee recognition and service quality and career development and meeting customers' expectations.

The finding concerning financial incentives is consistent with Mlangala and Thomas (2022), who found that salaries and allowances motivated employees to work harder and provide quality services. It also corresponds with findings from Sangaya (2018), who reported positive relationships between employee benefits and service delivery at Vodacom Tanzania Limited.

At the same time, the finding should be interpreted with caution. Mfikwa et al. (2022), using inferential analysis at Iringa Municipal Council, found that financial incentives had a positive but statistically insignificant contribution to employee performance. This suggests that financial incentives can be useful but their effect depends on other conditions within the organisation.

Employee recognition also showed a strong reported relationship with service quality at ASAS Dairies Limited. This finding is supported by Kayuki and Mutalemwa (2024), who identified weaknesses in recognition and appreciation within the Judiciary of Tanzania and recommended stronger recognition systems. Recognition is particularly relevant where employees need feedback about the value of their work. When recognition is fair and linked to actual performance, it can reinforce desired behaviour.

Career development also showed a positive reported relationship with service delivery. The finding is consistent with Mlangala and Thomas (2022), who found that career development supported employees' skills, capabilities and competencies and contributed to quality service delivery. Career development therefore serves both as a motivation practice and as a means of strengthening employees' ability to respond to customer needs.

However, the results concerning daily performance and delays demonstrate that motivation has limits. Although employees reported positive effects in particular areas, 47.5% reported that motivation improved daily work performance by less than 20% and 67.5% reported that motivation rarely reduced delays. This finding is consistent with Self-Determination Theory, which does not treat motivation as an isolated factor. Workplace conditions, managerial support and opportunities to use one's abilities influence whether motivation produces high-quality performance (Deci et al., 2017).

The qualitative findings reinforce this interpretation. Managers reported that financial incentives, recognition and career development improved employee commitment, confidence and service quality, but also indicated that organisational resources, supervision and working conditions influenced service delivery.

## 6. CONCLUSION

The study evaluated the effect of employee motivation on service delivery at ASAS Dairies Limited. The findings demonstrate that employee motivation contributed positively to several aspects of service delivery, particularly timely completion of duties, service quality and meeting customers' expectations.

Financial incentives were strongly associated with timely completion of assigned duties, with 76.3% of respondents reporting that they often encouraged timely completion. Employee recognition was also associated with improved service quality, with 76.3% reporting improvement six to ten times during the previous twelve months. Career development showed a similar positive pattern, with 73.8% reporting that it often helped employees meet customers' expectations.

However, motivation did not produce the same level of improvement in all service delivery indicators. Nearly half of respondents reported less than 20% improvement in daily work performance, while 67.5% reported that motivation rarely reduced delays. The study therefore concludes that employee motivation is an important contributor to service delivery at ASAS Dairies Limited, but it is not sufficient by itself. The effectiveness of motivation depends on whether employees have adequate resources, supervision and supportive working conditions. This conclusion is also consistent with the qualitative findings of the original study.

## 7. Recommendations

Based on the findings, ASAS Dairies Limited should strengthen its employee motivation practices to improve service delivery. The organisation should maintain a fair and transparent financial incentive system in which rewards are linked to clearly defined performance expectations and administered consistently so that employees understand the basis for receiving them. Management should also establish a formal employee recognition system that acknowledges measurable contributions such as quality work, timely completion of duties, good customer service and achievement of departmental targets. In addition, the organisation should provide clear career development opportunities through internal promotion, professional development, mentoring and training that enable employees to acquire skills relevant to their current and future responsibilities. Supervisors should regularly provide feedback, clarify performance expectations and monitor whether motivational practices are contributing to improved work performance and service quality. Finally, management should

recognise that motivation alone may not eliminate service delivery delays. Since 67.5% of respondents reported that motivation rarely reduced delays, the organisation should also address operational factors that may contribute to delays, including availability of working resources, workflow, supervision and coordination among employees and departments.

### **8. Limitations of the Study**

The study was conducted at one private dairy-processing organisation in Iringa. Therefore, the findings should not automatically be generalised to all private companies or organisations in Tanzania. The study also relied substantially on employees' reported experiences and perceptions. Such responses may not capture every aspect of actual service performance. In addition, the quantitative analysis was descriptive. Frequencies and percentages were used to describe the responses rather than inferential statistical tests. Consequently, the findings demonstrate reported associations and perceived effects rather than establishing statistical causality.

### **9. Suggestions for Further Research**

Future studies should examine employee motivation and service delivery using larger samples involving several private manufacturing organisations in Tanzania. Future researchers could also use inferential statistical methods such as correlation and regression analysis to determine the strength and statistical significance of the relationship between specific motivation practices and service delivery. Longitudinal studies could further examine whether changes in financial incentives, recognition and career development produce sustained changes in service delivery over time.

## **REFERENCES**

1. ASAS Dairies Limited. (2025). *Human resource records* [Unpublished internal records].
2. Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 19–43. <https://doi.org/10.1146/annurev-orgpsych-032516-113108>
3. Kayuki, J., & Mutalemwa, D. (2024). The influence of recognition and appreciation of employees on effective delivery of judicial services in the Judiciary of Tanzania. *African Journal of Empirical Research*, 5(4), 975–988. <https://doi.org/10.51867/ajernet.5.4.81>
4. Mfikwa, S. J., Kisawike, B., & Golyama, B. (2022). The role of financial incentives on employees' performance in Tanzania: A case of Iringa Municipal Council. *Asian*

- Research Journal of Arts & Social Sciences*, 18(3), 129–140. <https://doi.org/10.9734/arjass/2022/v18i330349>
5. Mlangala, J., & Thomas, P. S. (2022). Influence of motivation factors on service delivery at Chamwino District Council Headquarters Office, Tanzania. *East African Journal of Management and Business Studies*, 2(4), 9–14. <https://doi.org/10.46606/eajmbs2022v02i04.0013>
  6. Sangaya, M. (2018). *Impact of employee motivation toward improving employee's service delivery at Vodacom (T) Limited* [Master's dissertation, Mzumbe University]. Mzumbe University Institutional Repository.