

**THE INFLUENCE OF NON-FINANCIAL RECOGNITIONS TO EMPLOYEE
PERFORMANCE: A CASE OF WORLD WIDE FUND (WWF)**

DAMAS RAPHAEL NDALECHI

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCES MANAGEMENT OF THE OPEN UNIVERSITY OF
TANZANIA**

2019

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: ***“The Influence of Non-Financial Recognitions to Employee Performance: A Case of World Wide Fund,”*** in a partial fulfillment of the requirements for the degree of Master of Human Resources Management of the Open University of Tanzania.

.....

Dr. Salvio E. Macha

(Supervisor)

.....

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronically, photocopying, recording or otherwise without prior permission of the author or The Open University of Tanzania in that behalf.

DECLARATION

I, **Damas Raphael Ndalechi**, do hereby declare that, this Dissertation is my original work and it has been presented and will not be presented to any other University for a similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

This Dissertation is dedicated to my lovely wife Suzana Damas, my daughter Gillian Damas and my son Giovanni Damas, for their moral, spiritual and material supports.

ACKNOWLEDGEMENT

This dissertation would not be successful accomplished without the help of many people who in one way or another played an important role in my life towards the achievement of this study. It is difficult to mention the names of all who helped me but I assure them they are all in my heart for their tireless assistance throughout the course of my study.

First of all I would like to thanks the Almighty God for his protection and guidance throughout my life. I am also thankful to my Supervisor, Dr. Salvio Macha for his guidance and encouragement from research problem formulation to completion of this dissertation. Without his critique this work would not have been in this shape. I remain grateful to him.

Special thanks should also go my fellow students for their cooperation and humanity during the whole period of our course.

God bless you all.

ABSTRACT

The purpose of this study is to identifying the influence of non-financial recognitions to employee performance; assessing the role of employees' motivation on organization performance and analyze the ways to improve employees' performance through non-financial rewards at WWF. Specifically, the objectives are to understand types of non-monetary recognition to employee motivation and performance, understanding the modality of payment of non-financial recognition to employee, and understanding how other organizations including profit making organizations can adopt non-financial recognition schemes for their employees. The study employed descriptive research design and simple random sampling. A sample size 107 respondents was used in this study. The method of data collection is questionnaires and interviews. However, data were analyzed descriptively. Also the study found that non-financial recognitions boost employees' morale and motivation towards high performance like monetary rewards. They increases high productivity and profitability, reduces labor turnover and absenteeism at WWF. Also the study exhibits that, good incentives schemes, good welfare schemes, good environment condition and job enlargement are the factors influencing employees' motivation at WWF. However before any compensation inform of reward or recognition, revealed that the role of employees' motivation at WWF is to improve output and loyalty, improve level of efficiency, employees' satisfaction and stability workforce. Furthermore the study found that ways to improve employees' motivation at WWF is equitable rewarding system and training, promotion and improve communication and transparency. Based on these findings, it is recommended that WWF shall balance rewarding employee performance by both monetary and non-financial recognitions as employees are motivated by different forms of rewards. Highly motivated employees are considered as crucial element in running a successful organization.

TABLE OF CONTENTS

CERTIFICATION.....	ii
COPYRIGHT	iii
DECLARATION	iv
DEDICATION	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
LIST OF ABBREVIATIONS.....	xiii
CHAPTER ONE.....	1
GENERAL INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background of the Study	1
1.3 Statement of the Research Problem	5
1.4 Research Objectives	6
1.4.1 General Objective	6
1.4.2 Specific Objectives	6
1.5 Research Questions	7
1.5.1 Specific Research Questions	7
1.6 Scope of Study	7
1.7 Significance of the Study.....	7
1.8 Limitations of the Study	8
1.9 Research Organization and Flow	8

CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Key Terms of the Study.....	9
2.3 Theories Guiding the Study	11
2.3.1 Maslow Hierarchy of Need Theory	12
2.3.2 Herzberg's Two-Factor Theory.....	13
2.3.3 Hawthorne Effect Theory.....	14
2.4 Empirical Literature Review.....	15
2.5 Research Gap	18
2.6 Conceptual Framework	19
CHAPTER THREE.....	21
RESEARCH METHODOLOGY	21
3.1 Research Philosophy	21
3.2 Research Design.....	21
3.2.1 Area of the Study	21
3.2.2 Population of the Study.....	21
3.2.3 Sample and Sampling Technique	22
3.3 Procedures for Data Collection.....	23
3.3.1 Types of Data	23
3.3.1.1 Primary Data.....	23
3.3.1.2 Secondary Data	23
3.3.2 Methods of Data Collection	23
3.3.2.1 Questionnaire	23

3.4	Data Processing and Analysis	24
3.5	Measurement of Variables	24
3.5.1	Non-Financial Rewards	24
3.5.2	Employee Performance	25
3.6	Reliability and Validity of Data	25
3.7	Ethical Issues	25
CHAPTER FOUR		27
INTERPRETATION, ANALYSIS AND DISCUSSION OF THE FINDINGS....		27
4.1	Introduction.....	27
4.2	Interpretation of Results	27
4.2.1	Presentation of the Descriptive Statistics of Respondent's Biographical Data.....	27
4.2.2	Discussion and Analysis of the Research Findings in Relation to the Specific Objectives	31
CHAPTER FIVE		35
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS ...		35
5.1	Introduction.....	35
5.2	Summary of Findings	35
5.3	Conclusion	36
5.4	Recommendations	38
5.5	Contribution of this Study to Employee Performance Theories	39
5.6	Suggestions for Further Studies	40
REFERENCES		41
APPENDICES		44

LIST OF TABLES

Table 4.1: Descriptive Statistics of Respondent's Biographical Data	28
Table 4.2: The Percentage of Age Distribution of the Respondents	29
Table 4.3: Gender Distribution of the Respondents	29
Table 4.4: Marital Status Distribution of the Respondents	29
Table 4.5: Academic Qualifications Distribution of the Respondents	30
Table 4.6: Years of Work at WWF.....	30

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	20
---------------------------------------	----

LIST OF ABBREVIATIONS

BOT	Bank of Tanzania
CHRMP	Certified Human Resources Management Professional
CM	Compensation and Benefits
GoT	Government of Tanzania
HR	Human Resources
HRIS	Human Resources Information System
HRM	Human Resources Management
JA	Job Analysis
JD	Job Descriptions
NGO	Non Governmental Organization
OD	Organization Development
OUT	Open University of Tanzania
PPP	Public Private Partnership
PPS	Public and Private Sector
TCO	Tanzania Country Office
URT	United Republic of Tanzania
WWF	World Wide Fund

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

This study investigated the contribution of non-financial recognitions to employees' performance motivation at the World Wide Fund (WWF) Tanzania. Employees are a company's most important assets, and if they are motivated or fairly rewarded they will surely surpass performance level wanted by the organization. Less motivated employees' decreases success level of the organization performance (Shemiah, 2005). According to Robert (2012), motivation is a need or desire that causes a person to act. Motivation comes from needs that lead to behaviors resulted in some type of reward when the need is fulfilled. The performance that employers look for in individuals rests on ability, motivation and the support individuals receive. Therefore, motivation is the desire within a person towards a certain goal. Performance reaction to compensation and other human resource concerns are related to motivation.

1.2 Background of the Study

The concept of employees' motivation is not a new idea as the existence of employees and employers relationships. The employer would exercise employees' motivation through a series of rewards for a job well done. One of the most common new eras of growth of employees' motivation is through the use of work teams. This idea of employees' motivation worked well since it allowed for creativity from employees without restricting the thought of any single person or alienating any employee in particular (Swanson, 2011). Employees' motivation plays a critical role in achieving business goals and objectives and is equally important to companies that works in either

a team based environment or workers who work independently. Making sure each employee goals and value are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation that can lead to higher productivity, improved work quality and financial gain across all departments. That is to say a motivated employee is a productive and very profitable to the organization. When people are not motivated they become less productive, less creative, less of an asset to the organization. Now more than ever we need motivated employees (Jones, 2011).

Motivation of employees has been all time challenge to leaders and managers at the workplace. Employees who are not motivated spend little or no time on productive activities. Most of them fall sick, absenteeism, and many excuses to work. They leaves employers if found opportunity to do so, and with unethical staff they engage in sabotaging the organization for financial gains.

On the other hand employees' who feel motivated to work are likely to be persistent, creative, productive and turning out high quality work that they willingly undertake. Employers need to get to know their employees' very well and use different tactics to motivate each of them based on their personal wants and needs (Valencia, 2011). The five key employees' motivation factors include satisfaction, appreciation, recognition, inspiration and compensation (Maroney, 2004). However there are two types of motivated behavior in the organization, which are intrinsically and extrinsically motivated behavior (Kat, 2009).

A long term organization benefit of employees' motivation is high organization performance in maintaining and strengthening it is business and revenue growth. The more the employees' are motivated to tasks accomplishment higher will the

organization performance and success (Suresh, 2013). Employee motivation has two meaning in Africa, expanding effort towards accomplishment of organizational goal and the managerial process of getting workers to accomplish organizational goal. The most basic way to employees' is to give them a chance to satisfy needs. People tend to strive for satisfaction of need at one level only after satisfaction has been achieved at the previous level. The way a person behaves in a work situation is largely a function of motivation, that is, his desire to fulfill certain needs. Employee's motivation is one of the most important factor for increasing performance and productivity. Performance result from interaction of physical, financial and human resources (Gutsy, 2012).

According to Nuge (2010), labor is the important factor of production, which is supplied by the employees. It is pertinent to acknowledge the fact that people are unique because they have different needs, ambitions, attitudes, desires, level of knowledge and skills as well as different. If an individual need is satisfied, they will be motivated to produce more and more. All motivational programmers try to create conditions that encourage workers to satisfy their needs on one hand and to accomplish the organization objectives on the other hand.

Employee's Motivation practice and theory is difficult subject, touching several disciplines. Strategies for employees' motivation is treating people fairly, satisfying employee's needs, setting work related goals, restricting jobs and base rewards on job performance. When employees' feel successful they naturally motivated to accomplish more. Proper employees' motivation can save a company time, money and resources (MLA, 2010). Organization performance is an analysis of a company performance as compared to goals and objectives within corporate organizations. There are three

primary outcomes analyzed. Financial performance, market performance and shareholders' value performance in some cases production capacity performance may be analyzed (Geary, 2010).

From its origin as a group of committed enthusiasts, WWF has grown into one of the World's largest and most respected independent organizations, supported by 5 million people in five continents and active in over 100 countries including Tanzania. Over the years WWF employees' faced the problem of employees' motivation and is vindicated by the following facts:

Firstly, number of donor funded projects have been phasing out within short periods of time, leaving staff doubting about their future in the organization, hence less commitment to strategic planned activities, and

Secondly, there have been minimal uses of non-financial recognitions to boost employee morale, hence improving staff performance. Such recognitions can be in terms of appreciation letter from senior managers or directors to their team members on well done job, employee of the month award, extra off days, lunch or dinner with the senior management team, word of thanks in the public, etc.

The challenge at work is to create an environment in which people are motivated about work priorities. Too often organizations fail to pay attention to the employee relations, communication, recognition and involvement issues that are most important to people. The first step in creating a motivating work environment is to stop taking actions that are guaranteed to de-motivate people. Identify and take the actions that will motivate people (Frank, 2013).

As related to Herzberg theory of motivation in order to fully motivate employees' both hygiene factor and motivating factor need to be addressed. Motivating factors include a sense of achievement, job interest and recognition while hygiene factors include working conditions, supervision and money (Kermally, 2005). The few studies have been conducted and published on the contribution of employee's motivation on organization performance at WWF. This study intends to shade more light on how employee motivation contributes organization performance at WWF.

1.3 Statement of the Research Problem

The aim of this study is to emphasize on the contribution of non-financial recognition to employee performance comparing to the commonly used monetary incentives to employee performance recognitions, which has been costly to most organizations due to financial constraints. As most researchers suggest; organizations with financial challenges can still retain their best talents by offering non-financial incentives and boost their performance motivation as well as a means of recognition of best performance.

Researches on the influence of non-financial recognitions to employee performance have been done by number of researchers, to mention few of them; The role of non-financial incentives and human resource management tools to workers motivation (Inke Mathauer, 2006); Non-financial recognitions as the most effective rewards (Michael Silverman, 2004); The impact of non-financial rewards (achievement) to employee motivation (Vasthiyampillai Sivalogathan – Sri Lanka, 2016); Impact of Non-Financial Rewards on Employee Motivation (Dhanonjoy Kumar, Md. Zakir Hossain, Mst. Shahnaz Nasrin, 2015).

Despite of the fact that the subject has been researched, still employee motivational aspects in the employment remains an area to be addressed from time to time following frequently changes in working environment as well as unlimited non-financial rewards options. This has been the case to the World Wide Fund at the Tanzania Country Office.

Nevertheless, at most all studies have been done beyond Tanzania boundaries creating a geographical and cultural gap this study seek to fill. Motivated employees are the committed ones to their work and to their employers too.

1.4 Research Objectives

1.4.1 General Objective

The key objective of this study is to get insight of how employees in non-profit organizations can be motivated by non-financial recognition, and how can these organizations improve such rewards to ensure constant supply of labor.

1.4.2 Specific Objectives

- (i) To analyse the relationship between non-monetary recognitions and rewards to employee performance.
- (ii) To assess the available types of non-monetary recognition and recommend the best one to employee performance based on organization environment and nature of business, and
- (iii) To propose the right modality for implementing non-financial recognition schemes to employee performance based on organization constraints to financial rewards.

1.5 Research Questions

These are statements in questions formed based on the main and specific objectives; this study will be guided by the following questions:

1.5.1 Specific Research Questions

- (i) What are the types of non-financial recognitions to employee behavior, motivation and performance?
- (ii) In which ways or forms of non-financial recognitions can be adopted by non-profit organizations for their employees in relation to their limited budget? And
- (iii) What are the mechanisms of adoption by non-profit organizations to non-monetary reward scheme for their employees' motivation and performance?

1.6 Scope of Study

The study was carried out at The World Wide Fund, an international NGO operating in Tanzania. Such organization and other NGOs are experiencing limited funds to reward employees' best performance in terms of one time performance bonus, salary increment and promotions. That being the case, non-financial recognitions becomes best alternative in motivating employee performance. Details of the scope can be seen on the research questionnaire as attached as an appendix at the last pages of this research paper.

1.7 Significance of the Study

The significance of this research study is to identify gaps of other researchers on the same research title, updating researching students on newly done research findings

and providing more options to employers on the available non-financial recognitions and rewards they can opt for their organizations.

1.8 Limitations of the Study

The study did not focus on profit making organizations, which have enough funds for employee remuneration due to the fact that employees productivity contributes to their performance incentives. There will be a need to research on profit-making and public sector organizations on the same topic.

1.9 Research Organization and Flow

The study is organized into three systematic chapters, which altogether ensured successful completion of this project. The three chapters includes introduction of the research, literature review, research methodology, finding and recommendations. Chapter One of the study covers research topic, objectives, and problem statement. Also, it includes scope and limitations of the study. Chapter two covers literature review, which has conceptual definitions, theories and empirical papers, and conceptual variables. Chapter three consists of research philosophy, research design, area of the study, data collection and analysis, and ethics.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review is to survey related literature that is to study or go through any reading or studies that are related to the study at hand. Literature review is a description of the literature relevant to a particular field or topic. A critical literature review is a critical assessment of the relevant literature. Also a literature review gives an overview of the field of inquiry what has already been said on the topic (Lane, 2011).

2.2 Key Terms of the Study

The term “**incentives**”, “**Rewards**”, and “**Recognition**” are used interchangeably in the organization setting and there is no broader difference among them. However the main category is the incentives. Incentives mean any source or medium that encourages an employee or group of employees to perform better and to exert more effort beyond expectations. Basically incentives are divided into two main groups: Financial incentives and non-financial incentives. Financial incentives include direct payment of cash and while non-financial incentives may be in the form of promotion of employees, flexible time, autonomy and involvement in decision making etc.

Motivation has been defined as 'a decision making process through which the individual chooses desired outcomes and sets in motion the behaviors appropriate to acquiring them' (Huczynski & Buchanan, 1991, in Dartey-Baah, 2010). Lindner (2004) also sees motivation as a psychological process that gives behavior purpose,

purpose and direction. People are motivated when they believe that certain needs will be satisfied by achieving a wanted goal or reward, which will satisfy their needs. (Armstrong 2009, 317) Nelson has criticized managers of forgetting to nourish motivation at workplaces until it is lost and after it harder and more costly to get back on place. (2004,17).

Employee Recognition: It is crystal clear that the main and repeated cause of turnover is the lack of employees' recognition. In particular, this lack of recognition has resulted in firms losing disenchanted innovators as well as lower level of effort and even sabotage and espionage (Dutton, 1998). Disturbingly, recognition is often perceived as a costly, non-essential practice and generates no significant benefit to organization (McConnell, 1997). Gines (1998) observes that companies must foster employee motivation through acknowledging achievements that are in line with corporate long term objectives as well as activities that generate immediate results.

The organization is a part of an economic system. It responds to the market place, competition and fluctuating resources. The survival of the organization depends upon its ability to adapt to the demands of this external system (Ruge, 2010). Organization performance involves the recurring activities to establish organizational goals, monitor progress towards the goals and make adjustments to achieve those goals more effectively and efficiently (Namara, 2010).

Organization performance has been defined as the ability of an organization to fulfill its mission through sound management, strong governance and persistent rededication to achieving results. Effective non-profits are mission driven, adaptable, customer focused entrepreneurial, outcomes oriented and sustainable (Bhusan, 2011).

Non-Profit Organizations

According to an American University Instructor namely *Ausha Jackson*; a non-profit business, also known as a not-for-profit organization, is a tax-exempt organization formed for religious, charitable, literary, artistic, scientific, or educational purposes. It is an incorporated business from which its shareholders or trustees do not benefit financially. Any money earned must be retained by the organization, and used for its own expenses, operations, and programs. Examples of such organizations include Red Cross, Plan International, Oxfam, Save The Children, etc.

The World Wide Fund (WWF)

Is an international non-governmental organization founded in 1961, working in the field of the wilderness preservation, and the reduction of humanity's footprint on the environment.

It is the world's largest conservation organization with over five million supporters worldwide, working in more than 100 countries, supporting around 1,300 conservation and environmental projects. WWF is a foundation, with 55% of funding from individuals and bequests, 19% from government sources (such as the World Bank, DFID, USAID) and 8% from corporations in 2014.

2.3 Theories Guiding the Study

This section reviews employee motivation theories. The theoretical framework aims at reviewing various types of employee motivation theories so as to end up with the best theory, which was carry, the study. The theories to be reviewed in this chapter are Maslow hierarchy of need, Herzberg theory, and Hawthorne Effect theory.

2.3.1 Maslow Hierarchy of Need Theory

According to the hierarchy of needs, you must be in good health, safe and secure with meaningful relationships and confidence before you are able to be the most that you can be. The crux of the theory is that individuals' most basic needs must be met before they become motivated to achieve higher level needs.

The hierarchy is made up of 5 levels:

- (i) Physiological – these needs must be met in order for a person to survive, such as food, water and shelter.
- (ii) Safety – including personal and financial security and health and wellbeing.
- (iii) Love and belonging – the need for friendships, relationships and family.
- (iv) Esteem – the need to feel confident and be respected by others.
- (v) Self-actualization – the desire to achieve everything you possibly can and become the most that you can be.

According to Chip Conley, founder of the Joie de Vivre hotel chain, many managers struggle with the abstract concept of self-actualization and so focus on lower levels of the pyramid instead. Conley found one way of helping with higher levels was to help his employees understand the meaning of their roles during a staff retreat.

In order to get the most out of your team, you should also make sure you support them in other aspects of their lives outside work. Perhaps you could offer flexible working hours to give employees time to focus on their families and make sure they are paid fairly to help them feel financially stable.

2.3.2 Herzberg's Two-Factor Theory

Analyzing the responses of 200 accountants and engineers who were asked about their positive and negative feelings about their work, Herzberg found 2 factors that influence employee motivation and satisfaction;

- (i) **Motivator factors** – factors that lead to satisfaction and motivate employees to work harder. Examples might include enjoying your work, feeling recognized and career progression.
- (ii) **Hygiene factors** – factors that can lead to dissatisfaction and a lack of motivation if they are absent. Examples include salary, company policies, benefits, relationships with managers and co-workers.

According to Herzberg's findings, while motivator and hygiene factors both influenced motivation, they appeared to work completely independently of each other. While motivator factors increased employee satisfaction and motivation, the absence of these factors didn't necessarily cause dissatisfaction. Likewise, the presence of hygiene factors didn't appear to increase satisfaction and motivation but their absence caused an increase in dissatisfaction.

This theory implies that for the happiest and most productive workforce, you need to work on improving both motivator and hygiene factors. To help motivate your employees, make sure they feel appreciated and supported. Give plenty of feedback and make sure your employees understand how they can grow and progress through the company. To prevent job dissatisfaction, make sure that your employees feel that they are treated right by offering them the best possible working conditions and fair

pay. Make sure you pay attention to your team and form supportive relationships with them.

According to **Paul Herbert** of “*Symbolist Believes*”; he said “For true engagement to occur in a company you must first remove the issues that cause dissatisfaction – the baseline benefits offered by the company that satisfy the hygiene needs of the employee. Then you must focus on the individual and what they want out of their association with your enterprise.”

2.3.3 Hawthorne Effect Theory

This theory was first described by Henry A. Landsberger in 1950 who noticed a tendency for some people to work harder and perform better when they were being observed by researchers. The Hawthorne Effect is named after a series of social experiments on the influence of physical conditions on productivity at Western Electric’s factory at Hawthorne, Chicago in the 1920s and 30s. The researchers changed a number of physical conditions over the course of the experiments including lighting, working hours and breaks. In all cases, employee productivity increased when a change was made. The researchers concluded that employees became motivated to work harder as a response to the attention being paid to them, rather than the actual physical changes themselves.

The Hawthorne Effect studies suggest that employees will work harder if they know they’re being observed. While I don’t recommend hovering over your employees watching them all day, you could try providing regular feedback, letting your team know that you know what they’re up to and how they’re doing. Showing your

employees that you care about them and their working conditions may also motivate them to work harder. Encourage your team to give you feedback and suggestions about their workspace and development.

2.4 Empirical Literature Review

Some of the available relevant literature has been discussed below to have an insight of the previous work done on the subject.

According to Fredrick Wananda (2017) from the Jomo Kenyatta University of Agriculture and Technology, in his research on “*Influence of Non-Financial Reward on Employees Performance in Retail Sector in Kenya, A Case of Tuskys Supermarket*”; The study found that non-financial rewards have the benefits of addressing the most of the variables which influence employee performance and motivation in terms of efficiency, accidents, absenteeism, social loafing and staff turnover. The literature review indicated that while employee still value financial reward because of its material and symbolic values, it has been criticized for lacking the requisite long-term and in-depth motivational values in that once the money is finished, the employee will be become less motivated again.

However, non-financial reward strategies like recognition, training and career development, flexible working arrangement and job design were found to have high motivational element to the employees. In fact, the study found that most employees ranked these rewards ahead of financial rewards in increasing their performance. The study found that when recognized, employees will feel that their efforts are appreciated and further understand the performance which is being reward. Equally,

employees are concerned with their career development and able to meet their immediate and future job requirements hence tend to perform exemplary well in the event that the organisation is providing training opportunities. Other non-financial factors, which influence employee performance include flexible working arrangement and job design.

According to K.E.PERERA (2017) from the University of Moratuwa, Sri Lanka in their research on ***‘Impact Of Monetary And Non-Monetary Rewards Towards Employee Motivation; A Case Case Study Of Garment Industry In Sri Lanka;*** In line with performance development outcomes organisations need to put the attention on training and development aspects to improve employee skills and competencies where it will finally motivate the employees to believe and put their maximum effort to obtain individual growth. The ultimate result of all is the improvement of overall organisational performance.

According to the International Journal of Academic Research in Business and Social Science (2018), in their research in ***‘The Effect of Non -Financial Rewards on Staff Productivity in Shoprite Company, Enugu;*** The study sought to determine the relationship between medical benefits and level of absenteeism; the relationship between having relaxation areas and volume of output. Relevant research questions were asked, and hypotheses were formulated and tested. It was concluded that non-financial reward impacted on staff productivity, and commitment to the task. It was recommended amongst others that organizations should offer the proper medical facility to its employees to keep them motivated.

According to Michael Silverman of the Institute for Employment Studies (UK), in his research paper “***Non-Financial Recognition, The most Effective Rewards***” he stated that, for today’s organizations, the problem of how to effectively motivate employee is becoming an increasingly important issue. However, despite of over 50 years of organization research, which demonstrates, that employees are motivated by more than just money alone.

“While motivation is determined by both monetary and non-monetary factors, money has come to play an overly important role in our thinking about the causes of behavior. In most companies, very limited time and effort are spent on considering non-monetary sources of motivation” (Gratton, 2004).

In the ***Journal of Management and Social Sciences Vol. 9, No. 2, (Fall 2013) 23-30***, one of the most compelling challenges facing today’s organizations is how to make sure that employees are highly motivated. Numerous studies have proved that rewarding employees is one of the best ways to keep the workforce motivated. It has been found through these studies that connection between rewards, recognition and motivation of employee are strategically significant to the success of an organization. Motivation, thus, is a factor that exerts a driving force on our actions and work. So, rewards both monetary and non-monetary seek to attract people to join an organization and keep them motivated to perform up to high levels. Regarding four non-monetary incentives namely employee’s participation in career development activities, positive working environment for employees, flexible office hours and opportunities to promotion were found having positive impact on employee’s motivation.

In *the Middle-East Journal of Scientific Research 21 (10): 1776-1786, 2014*; on the basis of the findings, researchers suggests that money is ranked top as an influential factor in creating employee motivation because it satisfies the basic necessities along with attainment of power and fulfills belongingness needs. Though it contributes a lot in motivating the employees, but at the same time the non-financial rewards are equally important in enhancing the employee motivation. The impact of non-financial rewards is instrumental in improving the employee morale.

2.5 Research Gap

Although geographical location, time as well as nature of the organization studied differs, and by considering the above reviewed empirical literature it is evident that a good number of similar research have been done, but there are numbers of gaps left.

- (i) The Fredrick Wananda research done in Kenya in 2017 has a gap in terms of nature of business organization researched, a retail and profit making against WWF as an NGO. Also the organization has variety of financial rewards (unlimited), which caters as substitutes or no need for non-monetary rewards.
- (ii) The K. E. Perera research in Sri Lanka has gaps in terms of different level of countries development (quality of services and accessibility), different culture, etc. Also they focused only on training and development of employee as the only available non-monetary rewards, and forgetting others such as public praise, letter of appreciation, day offs, working from home, etc.
- (iii) Same as the above gap; the International Journal for Business Research stucked to medical benefits to employees and neglected other non-financial rewards.

- (iv) The Middle East Journal of Scientific Research conducted research in 2014 on the relationship between motivation and non-financial rewards despite of their political instability (terrorism), and oil and gas economy. While WWF in Tanzania is not subject to political instability, neither oil and gas economy as it is a donor funded organization.
- (v) Michael Silverman (2004) and Inke Mathaeur (2006) also conducted relevant researches on non-monetary incentives to employee motivation. The research gap here is time as it was conducted more than 10 years ago. There is a possibility the situation not to be the same in current time.
- (vi) Also the research on the impact of non-financial rewards (achievement) to employee motivation by Vasthiyampillai Sivalogathan of Sri Lanka in 2016 has both geographical location and nature of economy gaps between Tanzania and Sri Lanka.

2.6 Conceptual Framework

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions. A conceptual (theoretical) framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. It clarifies concepts and proposes relationships among the concepts in a study.

According to Todd Helmenstine (2017); *an independent variable* is the variable that is changed or controlled in a scientific experiment to test the effects on the dependent variable. A *dependent variable* is the variable being tested and measured in a

scientific experiment. The dependent variable is 'dependent' on the independent variable. As the experimenter changes the independent variable, the effect on the dependent variables observed and recorded.

Independent Variables

Dependent Variables

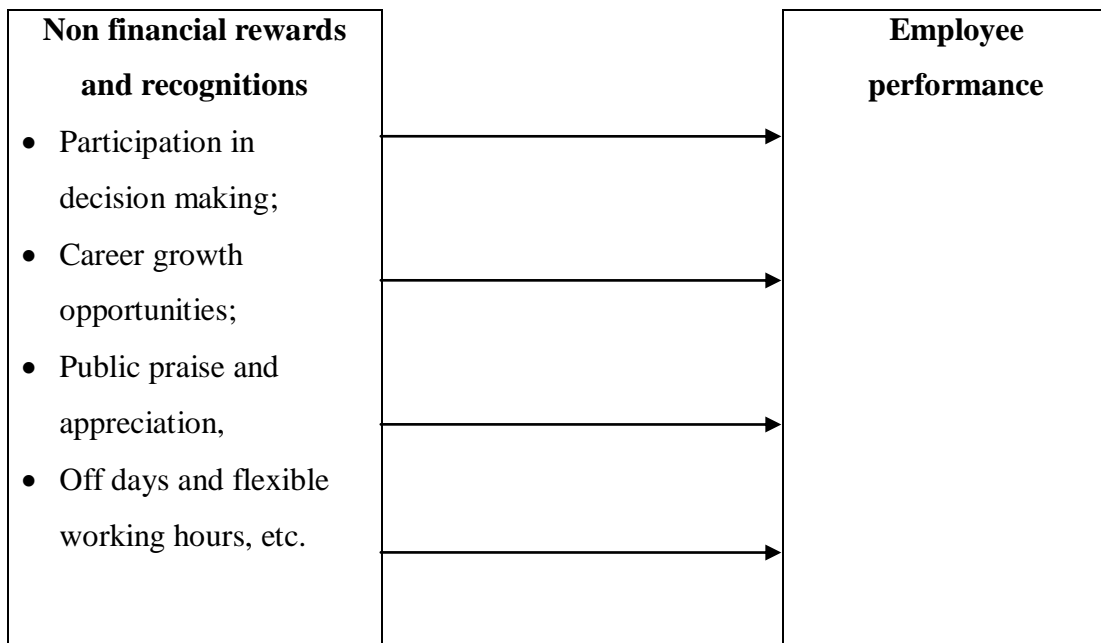


Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Philosophy

According to Galliers, 1991; research philosophy is a belief about the way in which data about a phenomenon should be gathered, analyzed and used. In this study both research philosophy were applied that are positivism and interpretivism. Researcher applied quantitative design to get different measurements of data and qualitative design to get varied views and opinions from the sampled population.

3.2 Research Design

By definition, research design is a conceptual structure within which the study was conducted. The aim of research design is to facilitate the collection of relevant information with less effort, time and money (Ranjit, 2005). Research design is one of the most important tasks in carrying out the survey.

3.2.1 Area of the Study

The study was conducted at the WWF offices in Dar es Salaam, Tanzania. The selection of the study area is due to the fact that the researcher is the former employee. Therefore, data collection was easily accessible and researcher might achieve high response rate of the questionnaires.

3.2.2 Population of the Study

According to *Adam Mohammed Hassan of Indian Ocean University*; a research population is generally a large collection of individuals or objects that is the main

focus of a scientific query. It is for the benefit of the population that researches are done. However, due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time-consuming. This is the reason why researchers rely on sampling techniques.

A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. All individuals or objects within a certain population usually have a common, binding characteristic or trait. The study used case study based approach and targeted population was employees of WWF that comprises of 107 employees. A total of Sixty Six (66) employees from different cadres in the organization from project field offices, administrative and technical staff were selected for the study.

3.2.3 Sample and Sampling Technique

According to Kothari (2007) sample is a collection of some parts of the population to be a true representative of the population. Sample size refers to a number of items to be selected from the population. While sampling technique defined as a process of selecting a number of individual or objects from a population such that the selected group contains elements representative of characteristics found in entire group (Kothari, 2007). Sampling can be probability or non-probability. In probability sampling, there is equal opportunity for all the elements to be selected, while in non-probability sampling, no equal chance for the element to be selected. In this case, purposive sampling technique was used. With this type of sampling, researcher exclude all staff with less than one year in the organization to get a valid conclusion.

3.3 Procedures for Data Collection

According to Kothari (2007), procedure for data collection defined as a guideline for the collection, processing and analysis of data from selected population.

3.3.1 Types of Data

The task of data collection follows after a research problem has been defined and research design chalked out (Kothari, 2007). In this research, two types of data namely primary and secondary data were collected.

3.3.1.1 Primary Data

The primary data are the one collected for the first time and appears to be original in character. In this study, primary data was collected from respondents through questionnaires and interview. Questionnaires were specifically designed to answer research questions and attain research objectives.

3.3.1.2 Secondary Data

Secondary data, on other hand are those which have already been collected by someone else and which have already been passed through statistical process. Secondary data for this study was collected from books, journals, articles, reports and newspapers, both published and unpublished, as well as from online sources.

3.3.2 Methods of Data Collection

3.3.2.1 Questionnaire

According to the *Statistical Society of London, 1838*; a questionnaire is a research instrument consisting of a series of questions (or other types of prompts) for the purpose of gathering information from respondents The reason for using questionnaire

includes its ability to cover a large sample size at a low cost and give a respondent adequate time to give well thought-out answers. (*Saunders, Lewis & Thornhill, 2012*). Questionnaire was divided into 2 sections. First section seeks to obtain the personal information of the respondents while second section contains the questionnaire of the subject matter. Questionnaire was close-ended questions.

3.4 Data Processing and Analysis

Data were collected, summarized and analyzed using Ms Excel (2007). Content analysis used to obtain descriptive statistics (including mean, standard deviation and variance) to draw conclusion for the study. The research findings were organized and presented in form of words and numbers by using frequency tables, histogram, charts and simple percentage method.

3.5 Measurement of Variables

The main variables of the study are non-financial rewards and employee performance motivation. This research used standard questions adopted from previous studies to measure the variables. The likert scale of Strong Agree, Agree, Disagree, and Strong Disagree were used to determine the correlation between variables.

3.5.1 Non-Financial Rewards

Currently, WWF is offering day offs appreciations from Country Director and other Managers to their team during every Tuesday morning tea break, certificates for outstanding initiatives towards improving operational and administrative activities, and projects implementation. The usefulness of such benefits in kind has brought a

great improvement in employee performance, teamwork and commitment to work and to the employer, WWF.

3.5.2 Employee Performance

Since the big number of projects are phasing out due to lack of funds as a results of challenges to recruit new donors, also as the existing donors are decreasing their level of contributions to different projects. WWF staff turnover rate has increased due to job insecurity but the few remained and retained staffs are due to the fact that they are reasonably okay with non-financial recognitions provided current by WWF. But also, their performance and commitment level has increased tremendously.

3.6 Reliability and Validity of Data

Data reliability defined as the extent to which results are consistent overtime ((Saunders, Lewis & Thornhill, 2012). Reliability has to do with accuracy and precision of measurement procedures. Data validity implies applicability and usefulness of the data obtained through such reliable design and all the way to conclusive findings (Kothari, 2007). Pilot study was done to test whether the tools are truly measuring what they intended to measure (Kothari 2007). As for this research study, data validity and reliability were conducted by piloting the questionnaires before a comprehensive exercise of data collection to see if the tool can give consistent response from different respondents.

3.7 Ethical Issues

According to *Mark Saunders, Philip Lewis and Adrian Thornhill* in their book *“Research Methods for Business Students”*; ethics in research means the standards of behavior that guide researchers' conduct in relation to the rights of those who become

the subject of research, or are affected by it. The five principles of research ethics include avoiding deceptive practices, minimizing the risk of harm, obtaining informed consent, protecting anonymity and confidentiality, and providing the right to withdrawal. In this study, the researcher ensured that there is confidentiality of the data provided by the respondents. In addition, researcher ensures anonymity of participant's identities. Before collecting the data, respondents were informed the purpose of the study and the way the results were used for.

CHAPTER FOUR

INTERPRETATION, ANALYSIS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter provides information on how data were collected, analyzed and the interpretation of the findings which lead to the proposed recommendation in the following chapter. It also sums up discussion by other researchers by comparing their research findings in relation to this study.

4.2 Interpretation of Results

4.2.1 Presentation of the Descriptive Statistics of Respondent's Biographical Data

Below is the analysis of the responses from the sampled group of people by age, sex, marital status, education level, and work experience.

Table 4.1 summarizes the descriptive percentage of the respondent's demographic factors including (age, gender, marital status, academic qualifications and working experience). The study findings shows that majority of the respondents were aged between 31-40 years followed by who aged between 41-50 years. Others were aged between 51-60 years, the least aged between 21-30, and few of the respondents aged above 61 years. Sample included are majority of male respondents and few are female respondents.

Regarding marital status, the findings revealed that 15 of total respondents were single, 51 were married respondents. In addition, no respondents were from the group of divorced or widows/widower. Majority of respondents were educated, results found that 2 were diploma holders, 52 of respondents were university graduates, 9 were

Masters degree holders and only 3 of the respondents were having PhD degree. In terms of length of service most of the responded 7 have working with WWF for less than 5 years, 39 have worked between 5-10 years, 12 have worked between 11-15 years and only 8 have worked for more than 15 years at WWF.

Table 4.1: Descriptive Statistics of Respondent's Biographical Data

Description	N	Percentage (%)
Age		
21-30	4	6.0
31-40	43	65.0
41-50	13	20.0
51-60	5	7.0
61+	1	1.0
Gender		
Male	41	62.0
Female	25	38.0
Marital status		
Single	15	22.0
Married	51	78.0
Academic qualifications		
Diploma	2	14.2
Bachelor degree	52	29.2
Master degree	9	45.3
PhD degree	3	7.5
Working experience		
Less than 5 years	7	11.0
5-10 years	39	59.0
11-15 years	12	18.0
Above 15 years	8	12.0

Source: Field Data (2017)

Table 4.2: The Percentage of Age Distribution of the Respondents

Description	N	Percentage (%)
Age		
21-30	4	6.0
31-40	43	65.0
41-50	13	20.0
51-60	5	7.0
61+	1	1.0

Source: Field Data (2017)

From the Table 4.2 show majority of respondents to this study from WWF are between 31 and 40 years old, which is a young and energetic team that will ensure project continuity. Few staff are below 30 and above 41 years of age.

Table 4.3: Gender Distribution of the Respondents

Gender	N	Percentage (%)
Male	41	62.0%
Female	25	38.0%

Source: Field Data (2017)

From the chart above, majority of respondents 62% are male and 38% are female. As the nature of project demands physical fitness of individuals for fieldwork, males are more preferred than females. Also their levels of non-financial recognition to their performance come from room for decision making, career growth, being part of the senior management team members etc. differs.

Table 4.4: Marital Status Distribution of the Respondents

Marital status	N	Percentage(%)
Single	15	22.0%
Married	51	78.0%
Divorced/Divorcee	0	0.0%
Widow/Widower	0	0.0%

Source: Field Data (2017)

As it can be seen from the above chart, 77% of respondents are married and 23% are singles. Hence, their non financial influencing factors to their work performance are family oriented rather than job e.g. work life balance, flexible work hours and off days.

Table 4.5: Academic Qualifications Distribution of the Respondents

Academic qualifications	N	%
Certificate	0	0.0%
Diploma	2	14.2%
Bachelor degree	52	29.2%
Master degree	9	45.3%
PhD degree	3	7.5%

Source: Field data (2017)

From the above illustration, majority of respondents have first bachelor degree and above which means they are more oriented to career growth, more learning opportunities, revised job descriptions for more challenging work, etc.

Table 4.6: Years of Work at WWF

Working experience		
Less than 5 years	7	11.0%
5-10 years	39	59.0%
11-15 years	12	18.0%
Above 15 years	8	12.0%

Source: Field data (2017)

It can be observed from the above table that more than 30% of employee have more than 10 years at WWF, meaning the retention strategy due to the available non financial recognition and rewards is high.

4.2.2 Discussion and Analysis of the Research Findings in Relation to the Specific Objectives

The relationship between non-monetary recognitions and employee performance

The present study examines the influence of non-financial rewards and recognition towards employee performance at WWF. The findings show that most of the respondents feel motivated by the available non-financial rewards and recognitions policies at WWF and have high commitment to their work, which entails high work performance in terms of quality and productivity. In line with the level of employee motivation prevailing within WWF results found to be high to the most of employees.

See the table on the following page.

SN	INDEPENDENT VARIABLES	WEIGHTED AVERAGE EMPLOYEE RESPONSES	WEIGHTED PERCENTAGE
1.	Participation in decision making	26	38%
2.	Career growth opportunities	62	96%
3.	Public praise and appreciation,	20	30%
4.	Off days and flexible working hours	24	36%

- (i) **Participation in decision making:** 38% of weighted average of respondents' performance at WWF is influenced by given room for making decisions on their job. From the current practices at WWF, example of such decisions including projects work plans, participating in the recruitment of their team members, participating in the strategic plan review meetings, departmental planning and budgeting reallocation decisions, disciplinary hearing meetings, performance evaluation decisions, etc.

- (ii) Participative decision-making (PDM) is the extent to which employers allow or encourage employees to share or participate in organizational decision-making (Probst, 2005). According to Cotton et al. (1988), the format of PDM could be formal or informal. In addition, the degree of participation could range from zero to 100% in different participative management (PM) stages (Cotton et al. 1988; Black & Gregersen 1997; Brenda, 2001). PDM is one of many ways in which an organization can make decisions. The leader must think of the best possible style that will allow the organization to achieve the best results. According to psychologist Abraham Maslow, workers need to feel a sense of belonging to an organization.
- (iii) **Career growth opportunities:** 96% of weighted average of respondents at WWF is motivated to work more and more if the organization has put in place a clearly defined and applicable career ladder for all employees including succession planning. At WWF, employee's promotion is done by participating in interview same as external candidates but priority is given to internal candidates. For example Project Officers are promoted to Project or Programme Coordinators, Project Accountants to Senior Accountants or Financial Analyst, etc. This has created balance and maintenance of organization memories through retention to the extent that from the study, 30% of employee has been working at WWF for more than 10 years. According to Charles Rogel, a Senior Consultant and Vice President of Product Development at DecisionWise, An employee's perception of internal growth and development opportunities is one of the more important predictors of employee engagement and commitment to the organization. Career

advancement and promotions are what employees see as giving them growth and development opportunities.

- (iv) **Public praise and appreciation:** 30% of weighted average of respondents' performance at WWF is influenced when their managers' recognition is publically announced for others to learn from them. This is the case to most of junior and middle level employees. However, when it comes to criticism or correction due to low or poor performance, rule of thumb instructs to rebuke in private. According to Radical Candor, Public praise is great for both recognition and learning. When you share specifically what was great and why it was great publicly, not only does it have more meaning for the person being praised, it helps the whole team learn something new. At WWF, this is accompanied by certificate of recognition during annual staff meetings and occasionally on Tuesdays Tea Breaks.

- (v) **Off days and flexible work hours (flextime):** According to the study, 36% of weighted average of respondents at WWF said their employee performance is motivated when they are given deadlines for task completion but they can work at their own time. The organization focuses more on the output rather than the process and procedures of the organization. Sometimes employees can work from 8 am to 8 pm depending on urgency and importance of matters, and the organization will offer then half day off the following day for staff not entitled to overtime according to WWF policy. Also those staff travels overnight from or to the field are supposed to go to the office the following morning from 11 am and not at 8 am. The idea of flextime was invented by German Management

Consultant called *Christel Kammerer*. The industrial perspective of flexible working emphasizes the practical definition of flexibility. Moreover, research reports gave quantitative interpretation backed by statistical evidences showing the changing attitude of organizations in different countries and especially the UK toward flexible working. For example, 50% of companies in the UK started to consider flexible working as a common practice and 73% of the managers in the survey showed an ultimate support to it. On the other hand, employees showed great preference to flexible working to the point that 40% of workers in the UK choose it over salary.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion, recommendations and areas for further study. The main objective of the study was to examine the influence of non-financial rewards and recognitions to employee performance motivation at the World-Wide Fund for Nature (WWF) Tanzania.

5.2 Summary of Findings

The analysis of the study highlighted many aspects of motivation. First of all non-financial incentives are very important for motivation. It has been shown that majority of the employees are motivated through non-financial incentives in general terms. So its presence is crucial in the organization in order to motivate employees. From the analysis, 87.5% of the employees are motivated, because the employees are holding jobs with security. Taking care of respect for seniors and juniors motivate employees too.

Using ethical words and polite manner boosts employees' level of motivation. From the findings, 90.25% of the employees are motivated only through good interaction. For motivation a positive working environment is also important i.e. a relationship between managers and subordinates. About 61% of the employees suggested that a positive working environment is very important for smooth operations.

Only 24% of the employees suggested that they are receiving some recognition for their attainments. Recognition from boss is almost difficult. It is also interesting to

note that 52.75% of the workforce is motivated through adding more responsibilities. Everybody likes to have autonomy over daily schedule. However it is not fully executed in this organization. This research revealed that 26.5% of the employees don't have autonomy over daily schedule. Feedback from superior is sound strategy to motivate employees as shown that 66% of the workers are motivated through feedback.

5.3 Conclusion

Due to financial constraints, a non-financial incentive is a best choice to motivate employees. Non-financial incentives also cover many aspects of employees, such as social interaction in tours or in picnics, autonomy over daily schedule, flexible hours etc.

It is important for organizations that employees should be publically **recognized** like in seminars and other social events where people get together. The organization should introduce newsletter system to recognize employees on daily bases if necessary. It is also important that an organization should have an adequate unit to judge the use and implementation of non-financial incentives as well as to judge which incentives is mostly liked by employees. So accordingly the employees may get better than what they expect. In government organizations job rotation is not possible all the time however, job redesigning is possible and so the jobs should be periodically redesigned if necessary.

The organization should give **training** to employees; it will add more knowledge, skills and abilities. Therefore training will provide a sound base for promotion and so

automatically motivation will occur. Also it is necessary that government organizations should introduce flexible hours and finish this traditional timing i.e. from morning till evening. Timing should be flexible and the employees may select their working hours. Once flexible hours are introduced, employees will enjoy their daily life fully. They will happily perform their duties.

The organization should introduce **interesting assignments**. It will benefit the organization and employees. The organization will benefit in a sense that assignments or projects will complete on time; it will save other resources too. The employees will perform their duty on daily bases and none of the employee will be absent as because of interesting assignments. Moreover employees do not get bore even if they spent a number of hours on interesting tasks.

Employees should be **acknowledged** for the service of the organization. Those who serve the organization for several years, acknowledgement is must in order to motivate them further. Also the employees should be given autonomy over daily schedule. The employees should have autonomy to complete their duties happily. The centralization system wastes a lot of time for taking decisions. So this should be reduced and autonomy should be transferred to lower level management. The employees prefer to take more responsibilities along with autonomy. Responsibilities without necessary power are meaningless. An organization should have an adequate check & balance system. There should be proper feedback mechanism regarding performance on daily or weekly bases. The organization should reward on good performance. In case of failure the management should investigate reasons and should take corrective actions.

5.4 Recommendations

- (iv) Recognition for motivation is very important. However low numbers of employees are receiving some sort of recognition, mostly from immediate colleagues. Therefore, whenever it is possible, the top management should recognize majority of the employees for their goal attainments. It is also important that the employees should be publically recognized, so the employees may assure, that they are the important part of the organization.
- (v) For true motivation autonomy at appropriate level is must. However, in this organization non-managerial employees are more than officers. Therefore, all the operations will complete on time, powers should be decentralized to the lower level employees. It will help to accomplish a bridge between top management and lower management. About 43.75% of the employees don't have any authority. The organization is wasting time and resources because it takes time when decision comes from officers to the general workers.
- (vi) Interesting assignment or piece of work is a source of motivation. However due to rigid system, there is no concept of interesting task. Workers just follow orders of the top management. Therefore, whenever possible the managers should introduce interesting material in the task. It will remove boring as well as work will be completed on time. Workers will enjoy and will demand for new assignment. The project should be tough but attainable; the employees will apply all skills and will accomplish the project.
- (vii) Participation of employees is must in decision making process. Working hours, wages, and other employee benefits should be developed at the presence of

majority of employees. However in this organization 52.5% employees are dissatisfied and they are not involved in decision making process. Involving employees in decision making will ensure the respect of employees; so it will definitely motivate employees.

- (viii) Promotion and career growth is too much important for motivation. Appropriate training and development as well as scientific performance evaluation system is needed for rewarding best employees by promoting them.
- (ix) The concept of flexible working hours is must for influencing employee work performance. As in this organization, there is no concept of flexible working hours due to the rigidity of the system. Workers follow that traditional timing i.e. from morning till evening. Once flexible hour's system is introduced in the organization, workers will select their own time table. So this will reduce the ratio of absent employees.
- (x) In the last but not the least, more researches are needed on non-financial incentives in other organizations and should identify which types of non-financial incentives are valued most and what is their tendency toward non-financial incentives. Also more researches should be conducted to identify the different preferences of non-financial incentives in private and government organizations. More researches should be conducted on the implementation of non-financial incentives in public sectors and its impacts on employment ratio.

5.5 Contribution of this Study to Employee Performance Theories

This study is a contribution to Maslow's hierarchy theory as he classified human needs in to five from the most important to the least. This study is an expansion of

Maslow's theory on an argument that even the individuals at the low level may not necessarily value money alone in a bid to fulfill basic needs but need self-esteem needs, safety, and social needs. Therefore individual needs are different; they may not necessarily follow the order of Maslow's hierarchy.

In this study, employees asked to be recognized for their efforts and offered training and development opportunities regardless of their level in the institution or their wage levels. Recognition falls under esteem needs on Maslow's hierarchy; this is contrary to his assumption that low-level employees who earn less money would prefer financial rewards. In considering Herzberg's two factor theory, the factors that cause satisfaction at WWF are availability of house rent loans with no interest and airtime allowance. On the other hand, the factors that cause dissatisfaction are as follows: non flexible working hours, lack of employee recognition, lack of training & career development programs, and lack of fringe benefits.

5.6 Suggestions for Further Studies

The study has assessed the influence of non-monetary rewards as a motivational tool with reference to The World-Wide Fund for Nature (WWF) Tanzania which as non-governmental organization conserving the nature. But there are many NGOs and other private and public owned organizations spread in various areas and this warrants the need for other studies to be conducted to investigate further aspects of non-monetary rewards to bring about understanding and the motivating potential of the non-monetary incentives to other sectors in Tanzania and East Africa at large.

REFERENCES

- Armstrong, M. (2009). *A Handbook of Human Resource Management Practice (11 Ed.)* Cambridge, UK: Kogan Page Limited.
- Bartol, K. M., & Locke, E. A. (2000). Incentives and motivation, in Rynes, S.L., Gerhart, B. (Eds), *Compensation in Organizations: Current Research and Practice*, Jossey-Bass, San Francisco, CA, 104-47.
- Bohlander, G., & Snell, S. (2007). *Managing Human Resources, (13th Ed.)*. London: Academic Internet Publishers (AIPI).
- Bratton, J., & Gold, J. (2007). *Human Resource Management: Theory and Practice. (4th edn.)*. New York: Palgrave Macmillan.
- Chiang, F. T., & Birtch, T. A. (2009). The moderating roles of job control and work–life balance practices on employee stress in the hotel and catering industry. *International Journal of Hospitality Management*, 29, 25–32.
- Chukwudi, F. A. (2012). Motivation and Employees' *Perfomance in the Public and Private Sectors in Nigeria*, 3(1), 31-40.
- Cole, J. A. (2005). Employee participation and assessment of an organizational change intervention, *Journal of Applied Behavioral Science*, 35(4), 439-357.
- Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: what do we know and where do we need to go? *The International Journal of Human Resource Management* 6 (3), 656–670.
- Fredrick, W. (2017). from the Jomo Kenyatta University of Agriculture and Technology, in his research on “*Influence of Non-Financial Reward on Employees Performance In Retail Sector In Kenya, A Case of Tuskys Supermarket*”;

- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement, *Amer. Sociol. Rev.*, 25: 161-178.
- Harunavamwe, M., and Kanengoni, H. (2013). The Impact of Monetary and Non-Monetary Rewards on Motivation among Lower Level Employees in Selected Retail Shops. *Alice, South Africa*. 7(38), 32-40.
- Impact of Financial and non-Financial Rewards on Employee Motivation; By Saira Yousaf, Madiha Latif, Sumaira Aslam and Anam Saddiqui; Department of Management Sciences, The Islamia University of Bahawalpur, Pakistan; [https://www.idosi.org/mejsr/mejsr21\(10\)14/17.pdf](https://www.idosi.org/mejsr/mejsr21(10)14/17.pdf).
- Jensen, D. McMullen, T., & Stark, M. (2007). *The Manager's Guide to Rewards: What You Need to Know to Get the Best for – and from – Your Employees*. USA: Hay Group Inc.
- K.E.PERERA, (2017). From the University of Moratuwa, Sri Lanka in their research on ‘*Impact of Monetary and Non-Monetary Rewards Towards Employee Motivation; A Case Study of Garment Industry in Sri Lanka*;
- Kiangura, C., and Nyambegera, S. (2012). A Study Conducted on the Effect of Motivational Practices on Volunteer Motivation to Volunteer and Perform: *Lessons from Volunteer Organizations in Kenya*, 3(2), 50-60.
- Leshabari, M.T., Muhondwa, P.Y., Mwangi, M.A., Mbembati, A.A. (2008). Motivation of Healthcare Workers in Tanzania: A Case Study of Muhimbili National Hospital. *East African Journal of Public Health*, 5(1), 32-37.
- Maslow, A. (1954). *Motivation and Personality*. New York: Harper Row.
- McConnell, C. R. (1997). “Employee recognition: a little oil on the troubled waters of change”, *Health care supervisor*, 15(4), 83-90.

- Non-Financial Recognition; The Most Effective of Rewards. Michael Silverman, 2004. Institute for Employment Studies (UK). <http://www.employment-studies.co.uk/system/files/resources/files/mp4.pdf>.
- Sturman, M. and Ford, R. (2011). Motivating your Staff to Provide Outstanding Service. School of Hotel Administration Collection: 5-10
- The Impact of Financial and Non-Financial Rewards to Employee Motivation: By Lotta Laakso, 2012. https://www.theseus.fi/bitstream/handle/10024/42808/Laakso_Lotta.pdf?sequence
- The International Journal of Academic Research in Business and Social Science (2018), in their research in “*The Effect of Non -Financial Rewards on Staff Productivity in Shoprite Company, Enugu*;
- The Use of Non-Monetary Incentives As A Motivational Tool: A Survey Study In A Public Organization in Turkey; By Nilay Yavuz, 2004. <http://citeseerx.ist.psu.edu/viewdoc/download;jsessionid=97D6FC0010B17861F32498E7734DAA4B?doi=10.1.1.633.5249&rep=rep1&type=pdf>.
- Uzonna, U. R. (2013). Impact of Motivation on Employees Performance: A Case Study of Credit West Bank Cyprus. *Retrieved from the Journal of Economics and International Finance*, 5(5), 199-211.
- Watts, S. A., (2007). Evaluative Feedback: Perspective on Media Effects, *Journal of Computer Mediated Communication*, 12, 384-411.

APPENDICES

Appendix I: Questionnaire

Part 1: Introduction

Dear respondent, my name is Mr. Damas Raphael Ndalechi, a Master of Human Resource Management student at the Open University of Tanzania. I am carrying out a research on the **Influence of Non-Financial Rewards and Recognitions to Employee Performance Motivation** as part of the requirement for the award. You were sampled as a person suitable to provide the information required. I request you to spare part of your valuable time to fill this questionnaire. The information you provide will be treated ethically with the degree of anonymity and confidentiality it deserves. Should you require any further information you can contact me at +255717 034423 or dr.ndalechi@gmail.com

Part 2: Questionnaires- Personal information

1. Your age (please tick the appropriate answer)
 - a. 20-30 years () 30-40 years () 40-50 years ()
 - b. 50-60 years () 60 + ()

2. Gender (please tick the relevant answer)
 - a. Male () Female ()

3. Marital Status (circle the relevant answer)

- a. Single b. Married c. Divorced/Divorcee d. Widow/widower

4. Academic qualifications (please tick the relevant answer)

- a. Certificate () b. Diploma () c. University degree
()
b. Master's degree () d. Doctorate and above ()

5. How long have been working at this organization? (circle the relevant answer)

- a. Less than 4 years () b. 5-10 years ()
c. 11- 15 years () d. Above 15 years ()

Part 3: Motivation

Direction: In general terms, how important are non-financial incentives in influencing your willingness to exert more effort in your job.

		Not all Important	Not very Important	Satisfied	Highly Important
6.	How important are non-financial incentive in influencing your willingness to exert more effort in your job?				

Part 4: What motivates you (attributes of motivation)

Directions: Please indicate how strongly you agree or disagree with the statements and to what extent they are existed/ practiced in your organization.

		Highly Disatisfied	Disatisfied	Satisfied	Highly Satisfied
7	Job Security motivates me to higher job performance				
8	A positive working environment is important for me to perform well on my job.				
9	When I receive recognition, I am more motivated top perform better				
10	Rewards benefit will boost my motivation to work hard				

11	If I am granted autonomy at work, I will be motivated				
12	If I get Flexibility in work, I will be motivated.				
13	Gaining respect from others motivate me to do well.				

Part 5: Following are some of the job characteristics (attributes of non-financial incentives). Please indicate by cycling to what extent they are applied in your organization. (A To M). 1= Not at all Effective| 2 = Not Very Effective | 3 = Effective | 4= Very Effective

	Types of Recognition/ Reward	Strength of Effectiveness			
A	A personal “thank you” or note from my superior or colleague	1	2	3	4
B	The opportunity to work on an interesting assignment /project	1	2	3	4
C	Participation in decision making	1	2	3	4
D	Acknowledgment for my years of service to the organization	1	2	3	4
E	Being recognized by superiors	1	2	3	4
F	Being recognized by peers	1	2	3	4
G	Promotion and career growth in the company	1	2	3	4
H	An award, certificate or anything to recognize my achievements	1	2	3	4
I	Flexible working hours	1	2	3	4
J	Small personal gifts like watches, decorative, plaques, diaries, etc)	1	2	3	4
K	Autonomy over daily work schedule	1	2	3	4
L	Increase responsibilities within current job	1	2	3	4
M	Feedback from superior	1	2	3	4

**Thank you for your time and co-operation. Your opinions are highly valued.
Please be assured that your answers will remain anonymous**