

**AN ASSESSMENT OF REWARD SYSTEMS ON EMPLOYEE'S
PERFORMANCE IN TANZANIA: A CASE OF KIGOMA DISTRICT
COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: **“An Assessment of Reward Systems on Employee’s Performance in Tanzania: A Case of Kigoma District Council”** in partial fulfillment of the requirements of the degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

.....

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Date

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.....

Signature

.....

Date

DEDICATION

This work is dedicated to my mother, the late Verdiana Kokutwera Kahatano for love and inspiration during my journey to education. I also dedicate this work to God for his blessings. Amen

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A lot of people have contributed towards the successful completion of this dissertation. Unique appreciation goes to Dr Emmanuel Mgya Tonya, for his, constructive criticisms during my research proposal to the research report. I deeply appreciate the support of staffs and HROs who supported the researcher in the provision of data to build this valuable work. Likewise, I highly appreciate the postgraduate office for official provision and immediate to data collection. Finally, I thank all people who participated in one way or another but whose names have not appeared herein. God blesses them.

ABSTRACT

The main objective of this study was to assess the reward systems on employee's performance in Tanzania with particular reference to Kigoma District (KDC). Specifically, this study was to identify reward systems used by the Kigoma district council to influence employee performance, examine the reward system adopted by KDC contributes to employee performance, and explore the challenges facing KDC in promoting a reward system for the employee's performance. The study involved a purposive sampling of 97 respondents from the KDC. The respondents were staff of the KDC from different departments. The data collection method was to interview the analysis using content analysis for qualitative. For the quantitative data, computer-assisted tools like excel and correlation were used. Findings revealed that KDC could not reward its employee to the complete requirement of the government requirements. The reward systems identified were leave assistance, recognition of work, supportive environment, and extra duty allowances. Some rewards were lesser commonly provided; leave package, bonus and extra hours. This study concluded that goal achievement depends on varieties of rewards and how they are implemented by Human Resources Management (HRM). This study suggests that KDC, through HRM, should encourage reward usefulness in all spheres for sustainable achievements of its objectives.. Moreover, rewards affected employees' performance; some of the critical challenges were financial constraints; it should invest in incentives to increase job efforts to its employees.

Keywords: Rewards Systems, Extrinsic Rewards and Intrinsic Rewards

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LIST OF ABBREVIATIONS AND ACRONYMS

DED	District Executive Director
DHRO	District Human Resource Officer
HCMIS	Human Capital Management Information System
HRM	Human Resource Management
HROs	Human Resource Officers
KDC	Kigoma District Council
LGAs	Local Government Authorities
OC	Other Charges Budget
OS	Own Source Budget
OUT	Open University of Tanzania
SPSS	Statistical Package for Social Science (Version 20)

CHAPTER ONE

INTRODUCTION

1.1 Background to the Problem

A Reward system is essential to the Organization as it has become necessary in managing employees' performance (Noorazem *et al*, 2021). The reward systems are directly and indirectly involved in the vision and mission of the Organization that gives sense to the employee that a reward system will benefit both parties (Noorazem *et al*, 2021). A study conducted by Latham (2012) to motivate and keep the employees motivated is an essential part of human resources and management within organizations. Reward systems have a huge impact on organizations to retain and motivate the employees and as a result of achieving high levels of performance (Barber and Bretz, 2000). Thus, organizations must develop programs such as reward systems to fulfill employees' needs and motivate them to work.

It is argued that an effective organizational reward system was helpful to create a skilled, committed, competent and well-motivated workforce, which ensures that the association stays ahead of its competitors (Carter 2002). They are typically considered separate from salary but may be monetary otherwise cost to the Organization (Guest, 2002). These rewards include intrinsic rewards (recognition, positive reception, task feedback, autonomy, and extrinsic rewards (increment, transport allowance, house allowance, promotion extra duty, vocational pay and bonus (Ajila & Abiola, 2004); Guest, 2002). Their purpose is to attract talented individuals and motivate them for better performance. These reward systems have a direct impact (and in most firms, the most important one) on the cost side of the Organization (Mejia *et al.*, 2010).

According to this perspective, reward systems can be the most valuable parts of government and non-governmental Organization's management control systems. Employees with clear goals that were rewarded following their expectations were often delighted with their workplace (Warsin, Wyatt, 2008).

Several previous studies and reports discussing the assessment of reward systems on organizations performance in different parts of the world and context of Africa are like:

Quresh, Zaman and Shah (2010) did a study in Pakistan examining the effects of rewards to employees for goal achievement in organizations. The study used both qualitative and quantitative methods of research. The study was scientific as it tested the reality of existing reward systems on employee performance. The study also found that the recognition techniques (approaches) used were suitable for the maximum employee's performance.

Another study was done by Tsai (2005) in London, which examined the impact of intrinsic rewards (recognition, learning opportunities, challenging work, and career advancement, and extrinsic rewards (basic salary and performance bonus) on employee performance in some organizations. That study used correlation methods where questionnaires were significant data collection, techniques and it found that both extrinsic and intrinsic rewards were highly substantial factors affecting employees' performance. It means that extrinsic and intrinsic rewards highly affect employees' performance.

According to the study done by Alsabri (2012) in India based on the impact of employee motivation, it was noted that, that there exists a relationship between salary,

bonus and employees' performance. In that study salary and bonus were strongly encouraging employees' perform better. However, it was observed that there is a moderate relationship between promotion and employee performance. It, therefore, suggested that managers need to increase salaries and bonuses in improving the performance of their workforce.

Again, a similar study by Maxmillian (2009) in Finland found that the most critical factor in increasing employees' performance is wage. The study employed a qualitative approach, and it was noted that the Organization's success depends primarily on the satisfaction of its employees in a well-structured reward system. According to this study, workers were essential elements of an organization who use their creative powers and work skills to set create new values reflecting the prosperity and competitiveness of the Organization.

Liang (2010), in China on the Employees Role on Service Delivery. The purpose of the study was to analyze the human resource strategies for improving employee quality through people in China. The study was qualitative, and an interview was the data collection method. The study indicates that rewarded employees play an important role in helping the organization attain its goals. It implies that the performance of the employees depends on the rewards system imposed in an organization. The study resembles a study by Armstrong (2013), which concluded that reward systems had been identified as one of the most influential factors to maximize employees' productivity.

Njanja *et al.* (2013) in Kenya did a study to determine the effect of reward on employee performance. The analysis was quantitative, and the study's findings

showed that cash bonus impacts employees' performance. This is because those who received cash bonuses and disagreed that the cash bonus affects their performance. Therefore, increased employee performance is related to more autonomy and challenging job assignments and responsibilities. In this study, it was recommended that an organization focus on changing jobs' intrinsic nature and content.

Owusu (2012) did a study in Ghana on the effects of rewards systems on employee job performance to analyze the motivational package that influences employee performance. It was noted that the extrinsic motivation package covers periodically enhanced salaries to employees, fringe benefits and promotions. This is an indication that extrinsic motivation is essential for workers' productivity. A related study carried out in Mali by Kohn (1982) to understand factors that motivate workers and match their performance with performance management reveals that employees were motivated by bonuses followed by training and recognition, which were essential attributes.

Buguza (2013) studied the Impact of Employee Motivation on Job Performance in Tanzania; salary increments impacted job performance. The study noted that a reward makes the employees work hard and provide good services to their esteemed customers. However, it is not scientifically approved, but its strength this research is a way forward to delve more into this subject.

Emiliana (2012) in Dar es Salaam, Kinondoni and Temeke municipalities, whose purpose was to determine the levels of customer satisfaction and performance of such employees, revealed that customers' satisfaction in all the process is affected by

employees' willingness to render services. The study finding shows that intrinsically motivated employees benefit better than those who do not get any motive. This implies that employees should be motivated by rewards in a sound-established reward system as a way of pushing their willingness to serve customers.

Ngimbundzi (2009) did a study on Job Satisfaction in Njombe District and found that employees like teachers with social benefits, jobs and support from the administrators were more likely to optimize their job performance than those whose future of their job careers was uncertain. This means social needs were critical for job satisfaction to better performance. Despite the knowledge presented, attention has not been put on how proper reward systems influence employees' performance in Tanzania, especially Kigoma District Council.

1.2 Statement of the Problem

Most organizations have problems deciding the suitable reward systems and which one suits the employees the most (Noorazem *et al.*, 2021). An adequately administered reward system can provide good employee performance quality (Noorazem *et al.*, 2021). Suppose the Organization does not have a proper reward system. In that case, it will lead to problems such as low employee morale, the unproductive performance of the employees, or it can lead to a high turnover rate among employees (Wilson, 2004). Despite a rewarding system to reward performance and motivate employees, Organizations have continued to show signs of underperformance. KDC is inclusive, and this performance is linked to a poor rewarding system and rewarding structure and administration of rewards that affect employee performance. The researcher's reports and studies (Ajila & Abiola, 2004);

Guest, 2002), remark that what appropriate rewards should form the employment package is currently a challenging task. Thus, organizations increasingly need to understand appropriate rewarding systems that motivate their employees for higher organizational performance (Vance 2012).

Owusu (2012) conducted a study in Ghana based on the effects of rewards systems on employee job performance to analyze the motivational package that influences the performance of employees it was noted that extrinsic motivation package covers periodically enhanced salaries to employees, fringe benefits and promotions. This is an indication that extrinsic motivation is essential for workers' productivity.

However, little is known about the rewarding system and its administration in Tanzania. Bernard (2003) report that underperformance among civil servants ranges from an appropriate rewarding system and lack of rewards to motivate them that motivate employees' better performance motivate employees' better performance. Due to this, it is crucial to have a proper reward system in mind that there is no practical approach to improve reward systems in local government. Previous efforts/initiatives/studies/programs/laws by government and partners tried to address the employee's underperformance through workshops and on and off-job training, but it was fruitless. Through literature, the researcher discovered that few studies were conducted to assess the relationship between reward and employee performance in Kigoma District. Also, there was no effective approach to improve reward systems and thus creating a gap between the rewards system and performance.

The shortage of empirical research concerning the assessment of reward systems on employee's performance in Tanzania, particularly at the Kigoma District Council, is

the primary motive for the researcher to conduct this particular study. Hence, this research study signifies an attempt to fill, in part, a gap in the literature on the assessment of reward systems on employee's performance in the Kigoma District Council. From the academic and professional background mentioned above, it is clear that there is a theoretical and practical gap in assessing the reward system on employee's performance in Tanzania.

1.3 General Objective

The main objective of this study was to assess the reward systems on employee's performance in Tanzania with the focus on Kigoma District Council.

1.3.1 Specific Objectives

To accomplish this general objective, the study focused on the following specific objectives:

- (i) To identify common reward systems used by the Kigoma district council to influence employee's performance in KDC.
- (ii) To examine how employee's salary influences employee's performance in KDC
- (iii) To examine the challenges facing KDC in promoting a reward system for employee's performance.

1.3.2 Research Questions

- (i) What are the common reward systems used by KDC to influence employee performance?
- (ii) To what extent does salary contribute to employee's performance of KDC?

- (iii) What are the challenges facing KDC in promoting a reward system for employee's performance?

1.4 Significance of the Study

Given the study objectives, the findings of this study had some practical relevance. First, it is likely to provide a deeper understanding of the appropriate reward systems required to be adopted by the public Organization to influence their employees' work performance.

Second, the study's findings will be helpful for Human Resource planners in the rewarding system on how to implement appropriate reward strategies that may optimize work performance within the Organization. Third, the study findings will be helpful for the management of KDC to reflect more on the purpose and benefits of rewarding employees in line with work performance. Fourthly, the results of this research will be added to the body of knowledge in reward systems in the public sector. Finally, the study will also enrich knowledge among administrators about good ways of solving employees' complaints about rewards.

1.5 Scope of the Study

This research was conducted in the Kigoma District head office, explicitly focusing on the effects of the reward system and employees' performance. It was also limited to employees who have been working in the KDC for at least 12 months and gained experience in reward systems. This investigation was bounded to three study objectives.

1.6 Limitations and Delimitation of the Study

During the study, the researcher may be challenged by financial and time constraints. A researcher had a flexible budget to match the research requirements to address this challenge. Employees who were busy during working hours were asked to allot their convenient time for an appointment with the researcher.

1.7 Organization of the Study

This study is organized into five chapters. The first chapter covers the background to the problem, statement of the problem, the objective of the study, scope and Organization of the study. Chapter two comprises terms, theoretical literature review, empirical literature review, conceptual framework and research gap. Chapter three focuses on research methodology, including research design, research approach, the population of the study, sample size and sampling procedures, data collection methods, reliability and validity of the data, data analysis and ethical issues. Chapter four covers research findings and discussion, while chapter five includes a summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter briefly discusses both theoretical and empirical reviews related to this study. The chapter is organized in the following order; the definition of terms, theoretical literature, empirical studies, conceptual framework and the research gap.

2.2 Definition of Terms

2.2.1 Rewards Systems

Guest (2002) defines a reward system as the key motivating factor for employees to meet performance expectations of the management out of salary. Reward systems refer to programs set up by organizations to reward performance and motivate employees on individual and group levels. They were usually considered separate from salary but may be monetary or otherwise cost the Organization.

2.2.2 Extrinsic Rewards

Extrinsic rewards were those tangible and visible rewards given to an individual or an employee for achieving something (Njanja *et al*, 2013). They usually were in monetary terms such as extrinsic rewards increment, transport allowance, house allowance, promotion extra duty, vocational pay and bonus (Njanja *et al*, 2013).

2.2.3 Intrinsic Rewards

In this study, the intrinsic reward is defined as non-tangible things given to workers as to increases of wingless for the job. These include recognition, positive reception, task feedback, and autonomy. Njanja *et al*. (2013) define intrinsic rewards as non-cash

rewards, i.e. non-material rewards and conclude non-cash rewards tend to increase job satisfaction in employees, particularly employees who show high productivity compared to other employees.

2.2.4 Employee Performances

In this study, employee Performance refers to work effectiveness, job quality, efficiency, and job accomplishment. Employee performance is how a member of staff fulfils the duties of their role, completes required tasks and behaves in the workplace. It helps employees reach their full potential while improving overall performance, positively affecting morale and the quality of work produced.

2.3 Theoretical Literature Review

2.3.1 Fredrick Herzberg Two Factor Theory

Fredrick Herzberg Two Factor Theory is also known as Motivational-Hygiene theory, developed by Herzberg in 1959. Herzberg discussed two factors in determining employees' motivation and level of satisfaction named hygiene and motivator factors (Robbins & Judge, 2009). Specific hygiene factors are organizational policy, interpersonal relations, job conditions, job security, supervision and salary. At the same time, motivators are personal growth, passion for the job, social responsibility, opportunity for advancement, respect, recognition and the feeling of achievement (Daft, 2003).

To stay successful in today's market, businesses must find ways to maintain and bring out the best performance from their employees. Not only does this help to hire, retain and develop the best talent, but by helping staff to grow within their roles and

responsibilities, the company can build a pipeline of future leaders. Improving employee performance is an ongoing process that involves measurement, evaluation, and planning, but it's also a vital step to achieving company goals.

Motivators are intrinsic factors that will increase employees' job satisfaction, while hygiene factors are extrinsic factors to prevent employees' discontent with the job. Herzberg postulates that the entire supply of hygiene factors will not necessarily result in job satisfaction. To increase employees' satisfaction, motivator factors must be addressed. The role of hygiene factors is to prevent workers from being unhappy with the job. In other words, these factors do not lead to higher motivation levels, but without them, there is dissatisfaction (Gibson, Ivanevich, John & Donnelly, 2000). Unlike hygiene factors, motivation can genuinely encourage employees to work hard and like their jobs. These factors involve what people do on the job and should be engineered into employees' jobs to develop intrinsic motivation within the workforce (Herzberg, 1959).

Table 2.1: Herzberg Two Factor Theory

Motivator Factors	Hygiene Factors
Status	Salaries and wages
Sense of personal achievement	Working conditions
Stimulating work	Good interpersonal relationship
Responsibility	Good supervision
Recognition	Work life balance
Promotion	Company policy and Administration
Opportunity for advancement	Job security

Source: Herzberg, 1959

2.3.2 Motivator Factors

Motivators lead employees to be satisfied and motivated by their jobs and have to do with job content; they are inherent in the work itself (Levy, 2013). Herzberg (1959) identified motivators as factors that motivate employees to work. Motivation factors are based on an individual's needs for personal growth. When motivation factors exist, they can help to create job satisfaction actively. If they are effective, they can motivate an individual to achieve an above-average effort (Gibson, Ivanevich, John & Donnelly, 2000). Motivators include intrinsic factors such as the possibility for promotion, demanding work, recognition, achievement and responsibility (Stanley, 2012). Motivator factors function only to increase job satisfaction (Hansen, Smith & Hansen, 2012).

Furthermore, motivating factors help increase employees' efficiency and ultimately lead to an increase in organizational effectiveness. These factors have been identified as rewards or incentives that sharpen the drive to satisfy an employee's wants (Zimmerman, 1988). More specifically, Herzberg 1959 claimed that motivators are related to the actual performance of the work. The motivators are internal job factors that urge the employees to struggle for better achievements and lead to job satisfaction and higher motivation (Balkin, Cardy & Gomez, 2003). Therefore, these factors influence employees' feelings about themselves and their work and motivate them to work harder.

2.3.3 Hygiene Factors

The hygiene factors are the maintenance factors and comprise the physiological, safety and love needs from Maslow's hierarchy of needs. They are not directly related

to the job but the circumstances surrounding it. They operate primarily to disappoint employees when they are not present (Robbins, 2001). Nevertheless, such conditions do not necessarily result in strong motivation.

These factors include; administration and company policy, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, job security, salary, personal life, work conditions and status (Robbins & Judge, 2009). Herzberg termed these hygiene factors since they are necessary to prevent an unpleasant situation surrounding doing the job. The hygiene factors are not direct motivators but are essential to avoid dissatisfaction and, at the same time, serve as a starting point for motivation. Nevertheless, the improvement in these conditions does not create motivation (Huling, 2003).

Herzberg (1959) determined that hygiene factors were as important as any other form of employee maintenance plan, but employees will not be motivated no matter how well they are provided. However, Maidani (1991) argued that research results indicated that hygiene factors and motivation factors were sources of satisfaction, contrasting with Herzberg's study that showed hygiene factors as sources of dissatisfaction rather than satisfaction.

A survey conducted by Onen and Maicibi (2004) on 267 non-academic staff of Makerere University in Africa indicated that one of the hygiene factors as remuneration (basic salary and allowance) was a motivator and not just a hygiene factor as determined by Herzberg in his two-factor theory. However, this study cannot be conclusive since it involved only non-academic staff.

2.3.3.1 Basic Assumptions of Herzberg Two Factor Theory

Herzberg suggested a two-factor theory of motivation that there were two factors driving employees' attitudes towards their work: motivator factors and hygiene factors. If lacking a working environment, hygiene factors can lead to workers' job dissatisfaction. The role of hygiene factors is to prevent the unpleasant condition of workers (Herzberg, 1959). In other words, these factors do not lead to higher motivation levels, but without them, there is dissatisfaction.

Nonetheless, the entire supply of hygiene factors has nothing to do with motivation if an employee is not intrinsically motivated (Cole & Kelly, 2011). Unlike hygiene factors, incentives can genuinely encourage employees to work hard and enjoy their jobs. These factors involve what people do on the job and should be engineered into the job employees do to develop employees' motivation within the workforce (Herzberg, 1968). Specific hygiene factors are organizational policy, interpersonal relations, job security, career stability supervision, and salary. In contrast, motivator factors are personal growth, social responsibility, status, respect, praise, recognition, the opportunity for advancement, and feeling of achievement (Daft, 2003).

As earlier already pointed out, Herzberg assumes that only motivation factors have the likelihood of raising job satisfaction. In comparison to motivation factors, hygiene factors can only prevent dissatisfaction and cannot be used as incentives to create happiness (Steers & Porter, 2011). Thus, an employee may very well be satisfied with their overall working conditions but not motivated to work and perform to their full potential if lacking internal motivation (Storey, 2013). Furthermore, the theory differentiates the factors between motivators and hygiene factors. The motivators

define what people do at work and their responsibility, leading to job satisfaction. In contrast, the hygiene factors are extrinsic factors that someone as an employee does not have much control over. They relate more to the environment in which people work than to the nature of the work itself (Schermerhorn, 2003).

2.3.3.2 Applicability of Herzberg's Two-Factor Theory

Mitchell (2001) contends that Herzberg's theory has made significant contributions to motivation theories. It is further stated that Herzberg's theory extends Maslow's ideas and makes them more applicable in the workplace. The theory focused its attention on the importance of job content factors in the motivation of employees. Furthermore, Mitchell (2001) contends that Herzberg's theory increased interest in job enrichment and restructuring of work.

Similarly, Herzberg's two-factor theory has been widely accepted and valuable in many pieces of research (Dinham & Scott, 1998). The theory has also been imitated and tested in the educational setting. Sergiovanni (1967) study with teachers testing Herzberg's two-factor theory in the educational context confirmed that factors leading to job satisfaction and dissatisfaction are mutually exclusive. The findings showed that motivators in the teaching context tend to be the job itself and the hygiene factors tend to be job circumstances. More specifically, achievement and recognition are predominantly the factors contributing to teacher job satisfaction.

2.3.3.3 Limitations of the Theory

Herzberg's two-factor theory has been criticized in a number of ways. For example, Hayday (2003) argued that there is more to motivating employees and satisfying them than just motivating factors only as enumerated by Fredrick Herzberg. Hackman and

Oldham (1976) had similar views that not all employees can motivate Herzberg's motivator needs. While some employees are motivated by motivators, others find hygiene factors more motivating. Likewise, Herzberg's treatment of job content and context factors separately in motivating employees has proved weaknesses. Using a factorial design model of job satisfaction, Lindsay, Marks and Gorlow (1967) established that the same factors could impact job satisfaction and dissatisfaction.

Tan & Washeed (2011) found out that salespeople in Malaysia emphasize hygiene factors than motivators such as working conditions, money factors, and company policy. Only recognition is the only significant motivator that positively impacts job satisfaction. It was further found that monetary reward has a mediating effect between motivation and employee job satisfaction. Based on the discrepancy of the above research findings, this study postulated that all the hygiene factors were motivators rather than demotivate. These mixed feelings from these studies prove the weakness of the theory.

Indeed, Herzberg's theory was conducted on knowledge workers (managers, accountants and engineers); thus, scholars criticize its ability to be generalized. The theory focused too much on satisfaction and dissatisfaction rather than individual performance. Satisfaction may not be necessarily related to job performance (Hackman & Oldham, 1976). Furthermore, the theory fails to account for individual differences. While some are motivated by job context factors, others favour job content factors depending on their particular circumstance (Baridam, 2001). The theory is also criticized for using employees from only the industrial sector, which poses a question as to whether this theory can be applied in other contexts like schools

to produce similar results to the employees. Doubtlessly, this prompts the need for more studies from different sectors and contexts.

2.3.3.4 Empirical Analysis of Relevant Studies

This part of the literature review examines previous studies relevant to the current survey of the assessment of reward systems on employee's performance in Tanzania.

2.4.1 Global Perspective

Several studies have assessed reward systems on organizations performance in different parts of the world.

Bhavankar (2013) conducted a study on the impact of reward systems on employee job performance and organizational productivity using Assistive Technologies as the case study. The study wanted to ascertain if a reward system affects employee job performance and formulate recommendations regarding reward system and employee job performance. The following research questions were asked to achieve the above statement: Does the reward system affect employee job performance? And in what way does the reward system impacts employee job performance? Two hypotheses were advanced: (i) There is no positive relationship between reward system and employee job performance, and (ii) There is no positive relationship between reward system and organizational productivity in the research method. The case study companies were selected using stratified and simple random sampling techniques in Assistive Technologies. The findings of this study are that a large number of respondents (57.7%) strongly agree that reward systems affect employee job performance and that 8.7% of the employees also agree that reward systems determine the Organization's productivity level.

Emelianova (2019) carried a study to investigate the impact of rewards on employee performance on the example of Normet Ltd in Iisalmi, Finland. There were three specific goals for the research: to assess the existing rewards in the company, evaluate the most preferred types of rewards for employees of all levels and make recommendations to the management of Normet on possible improvements for the reward system.

The research combined both qualitative and quantitative data collection. The quantitative data was gathered with a specifically created online questionnaire with 91 respondents and individual interviews for the managerial level employees with eight respondents. The researcher conducted frequency analysis, correlation analysis and regression analysis. The study finding showed that rewards are vital for the performance of employees. Moreover, according to the individual interviews, it was concluded that only the combination of extrinsic and intrinsic rewards ensures increase and maximization in overall employees' performance.

Murphy (2015) conducted a study on the effects of reward systems on employee performance in the modern work environment and how satisfaction with rewards can lead to higher performance and better job satisfaction. Based on a critical review of published literature, it is clear how vital the right combination of rewards is to the performance of an organization. Employees should always be aware of the relationship between their level of performance and how they are rewarded for that performance. The study examined different reward systems that affected performance and attempted to establish which reward systems are more beneficial to the company in question and its current business climate. The study was conducted in a period of

financial turbulence for the mining industry and the wider global economic environment. As such, reward structures and the perceived value of those rewards come more into focus as financial pressures restrict the type of rewards available while retaining and motivating staff becomes more challenging. How can performance be enhanced and the required business outcomes accomplished? How can reward systems contribute to this performance and results? These issues were addressed in the context of best international practices regarding reward structures and primary data collection. This research was conducted at the operational, managerial level. The study found that both employee and employer interact the most regarding rewards and motivation to affect an organization's better performance.

Karami (2013) conducted a study analyzing the effectiveness of a reward management system on employee performance through the mediating role of employee motivation. Specifically, the study examined the effectiveness of reward management system on employee performance through the mediating role of employee motivation was the purpose of the present survey. The sample size was determined by means of the Cochran formula (140 persons). The study used simple random sampling to identify the respondents. Findings showed that a reward management system has a positive and significant effect on employee motivation for better performance. The study findings concluded that the company needs to monitor the reward management system available and motivate employees for better performance.

2.4.2 Empirical Literature Review in Africa

Okosi (2020) conducted a study on the effect of a reward system on employee performance in sachet water companies in Anambra state. The problem of poor

performance and neglects on Anambra state sachet water workers was the motivating factor for the research. The objectives of this study were basically to assess the effect of wages and salaries on employee performance, determine the impact of recognition on employee performance, and investigate how staff training and development affect employee performance. The study was anchored on Adam's (1965) equity theory of motivation. The study population comprised 525 employees of the selected sachet water companies in Anambra state. A sample size of 150 employees was drawn from the people using purposive sampling, of which 139 copies of questionnaires were duly completed and returned, showing a 96% response rate. The study revealed that wages and salaries significantly affect employee performance in the selected sachet water companies in Anambra state.

The study results also showed that staff recognition significantly affects employee performance in the sachet water chosen companies in Anambra state. Staff training and development showed a significant positive impact on employee performance. Given the findings, the study, therefore, recommends that employees be trained according to the present content of the environment. The training implies acquiring knowledge to fill the gap between what is known and what should be known. The study concluded that the management should regularly organize seminars/workshops to update employee knowledge.

Niguse (2019) carried a study to investigate the effect of the reward system on employee creativity in the Oromia Credit and Saving Share Company (OCSSCO) case of Bale zone branches. A simple random sampling technique was used to select a sample of 158 respondents from the target population of 260. Data was collected

using an open & close-ended questionnaire. The general objective of this study was to examine the effect of the reward system on employee creativity in the Oromia Credit and Saving Share Company case of Bale Zone Branches. The descriptive statistics indicated that the practice level of both intrinsic & extrinsic rewards in OCSSCO is low. In addition, the results of the Pearson correlation shows there is a significant and positive relationship between extrinsic reward, Intrinsic reward & employee creativity.

Moreover, the development of regression analysis indicates almost 76.3% of employee creativity is explained by extrinsic & intrinsic rewards. Similarly, the result indicates that intrinsic reward contributes more to employee creativity than extrinsic reward. The study concluded that in addressing employee creativity and accomplishing an organizational goal, it is essential for the management to make effective use of both extrinsic & intrinsic reward systems for their employees. In addition, the management needs to assess the rewarding practice of similar institutions & make necessary adjustments.

Apeyusi (2021) conducted a study on the impact of Reward Systems on Corporate Performance. Employees remain the greatest asset of any organization whilst they provide performance; organizations offer rewards. A well-designed system for rewarding labour dramatically has a bearing on the output of employees and, therefore, impacts the organization's performance as a whole. The study aimed at providing an objective view of organizations reward systems and their impact on corporate performance. (GCB) and established whether their current reward systems have any bearing on corporate performance. The two main techniques employed to

gather the primary data were questionnaires and interviews. The study found out that there was a positive relationship between reward and corporate performance. The majority of respondents indicated that reward stimulates them to work harder, and they are prepared to work harder if they are given more incentives or paid more. The study also revealed enormous reward packages in the Organization, but some of the respondents (staff members) were not aware. It was recommended that compensation packages should be linked to employee satisfaction. In other words, more efforts should be derived from the reward in terms of productivity and profitability than the cost of rewarding. Again, organizations needed to create extrinsic and intrinsic reward systems to motivate and retain the best caliber of staff. Employees should also be made aware of the reward components in their employment contracts.

Various literatures inform the research on the most effective and efficient ways of motivating employees to enhance high performance and achieve organizational goals. Eshun (2011) carried out a study to explore three vital issues in human resource management: ascertain whether rewards motivate employees, identify what kinds of rewards employees consider most beneficial, and discuss some dilemmas and difficulties managers face in applying motivation theory to the workplace setting.

In this study, the perceptions of rewards as motivation and the dilemmas managers face in motivating their employees were explored through an analysis of twenty (20) interviews with people in various positions and organizations in the Accra and Tema municipalities of the Greater Accra region of Ghana. The respondents were all employees who also had oversight responsibilities as managers or supervisors of between five to ten people. The findings suggest that rewards are vital in motivating

employees; there is a need for management and employers to have a clear understanding of human nature and what motivates employees. The research further suggests that an efficient motivation program stems from a mixture of extrinsic and intrinsic rewards instead of focusing on one particular one.

Additionally, most of the challenge's manager's face in motivating their employees can be eliminated or reduced when myths surrounding motivation are discarded, and individual differences in terms of valence, preferences, and aspirations are incorporated. Finally, enhanced motivation can be attained when managers do their best to design the work setting, so they become motivators in themselves while at the same time eliminating de-motivating factors at the workplace.

2.4.3 Empirical Literature Review in Tanzania

Kikoito (2014) conducted a study concerning the impact of reward systems on organizational performance in commercial banks in Mwanza city, Tanzania. The study was guided by the following specific objectives (i) to determine the reward systems currently used in commercial banks in Mwanza city, (ii) to determine employees' view of reward system used by commercial banks in Mwanza city, (iii) to assess the effect of extrinsic rewards (remuneration, bonus, salary and promotion) in organization performance and (iv) to assess the effect of intrinsic rewards (praise and recognition) on organization performance in commercial banks of Mwanza city.

The study used a descriptive research design that incorporated quantitative and qualitative approaches. Using a self-administered questionnaire, the study surveyed 65 employees from three commercial banks (CRDB, NBC and NMB) in Mwanza City. It

also interviewed selected employees. The use of descriptive statistics analyzed the data. The findings of this study showed that the three commercial banks in Mwanza city offer both extrinsic (salary, bonus and promotion) and intrinsic (praise, recognition and genuine appreciation) rewards to their employees. However, the results found that employees were not satisfied with the current reward packages, and the salary level was viewed to be too low and did not reflect the cost of living in Mwanza city. The study further indicated the intrinsic (non-financial) rewards were not satisfactory to employees.

Kumburu (2020) carried a study on the rewarding system and employees' performance. The study objective was to assess how rewarding employees using financial incentives can induce them to exert effort and ultimately enhance organizational performance. The study involved 160 respondents. A simple random sampling procedure was adopted in selecting respondents. The findings show a variety of financial incentives used, and the level of financial incentives provided to employees is adequate.

In addition, some of the financial incentives provided to staff were found to have a positive relationship with organizational performance, whereas others seemed not to influence the performance. However, the estimated correlation coefficients were low to indicate that there might be other factors apart from financial incentives, which influence organizational performance. The study recommends that the management also consider another type of incentive that will increase an individual's satisfaction and loyalty to his work, enhance cooperation, and enhance performance.

Kaijage (2017) conducted a study on assessing the employee Perception of the Reward System on Employee Motivation. The study wanted to reflect today's world of competition, advanced technology and innovations towards the employees and employers to create an equitable contribution to the organization performance. Data were collected from 46 respondents through questionnaires and interviews and analyzed by the use of excel for presenting data for analysis and information. The study results revealed that the reward system used by MEDA to motivate employees are extrinsic and intrinsic rewards, which the majority of the employees perceived to be fair.

However, there were some areas to be improved for highly motivated employees. The study's overall findings attest that employee perception of reward system on employee motivation provides relevant and timely feedback and commit to management to improve and manage the reward system accordingly to motivate employees and eventually increase employee performance and commitment to the Organization. The study recommended that the reward system use the findings of this study to rectify those areas that were identified to dissatisfy the employee to motivate them for better performance and meet the Organization's objectives.

2.5 Research Gap

According to Kumar (2011), unanswered questions and gaps are identified through passing in literatures, theories and journals of relevant study. Several studies have been made concerning Reward Systems on Employees Performance in various Organizations. Some of the contributors of Reward Systems on Employees Performance includes Bhavankar (2013), Emelianova (2019), Murphy (2015), Karami

(2013), Okosi (2020), Niguse (2019), Apeyusi (2021), Eshun (2011), Kikoito, (2014), Kumburu, (2020), and Kaijage, (2017).

Even though studies have been made above, Fredrick Herzberg Two Factor Theory has revealed a theoretical gap in the two groups of factors in determining employees' motivation and level of satisfaction named hygiene and motivator factors. The majority of the studies were done in the service sector and trading; few have been done in the Local Governments of Tanzania. This study has attempted to assess the reward systems on employee performance in Local Governments in Tanzania, focusing on Kigoma District Council.

2.6 Conceptual Framework

Shields and Rangarajan (2013) define a conceptual framework for organizing ideas to achieve research projects purpose. In other words, the conceptual framework is the researcher's map in pursuing the investigation that helps in identifying the variables required in the research. (Regoniel, 2015) The conceptual framework 'sets the stage for presenting the particular research question, a tool for analyzing and unearthing the "reality" of something. Such it can help draw support from the findings of many researchers on why and how a particular phenomenon occurs. (McGhagie, Bordage & Shea, 2001; Regoniel, 2015).

A conceptual framework is a set of coherent concepts organized to make them easy to communicate to others (Schwartz, 2006). Figure 1 is the conceptual framework showing the relationships between independent and dependent variables. The independent variables were conceptualized as intrinsic rewards (recognition, positive

reception, task feedback, and Autonomy, and extrinsic rewards (increment, transport allowance, house allowance, promotion extra duty, Vocational pay and composition and bonus) (Ajila, & Abiola (2004); Guest, 2002). In contrast, the dependent variable is work performance (such as job quality, job accomplishment) and overall organization preference (Armstrong, 2013). The independent variables have been shown to affect employee performance. Essentially, the Herzberg two factor theory of intrinsic and extrinsic factors is the guiding theory in this research. For example, Ajila & Abiola (2004) found that each reward factor within both extrinsic and intrinsic reward systems was a highly significant factor that affects employees' performance. Figure 1 below summarizes reward systems and that the independent variables used were informed from the theory and empirical studies.

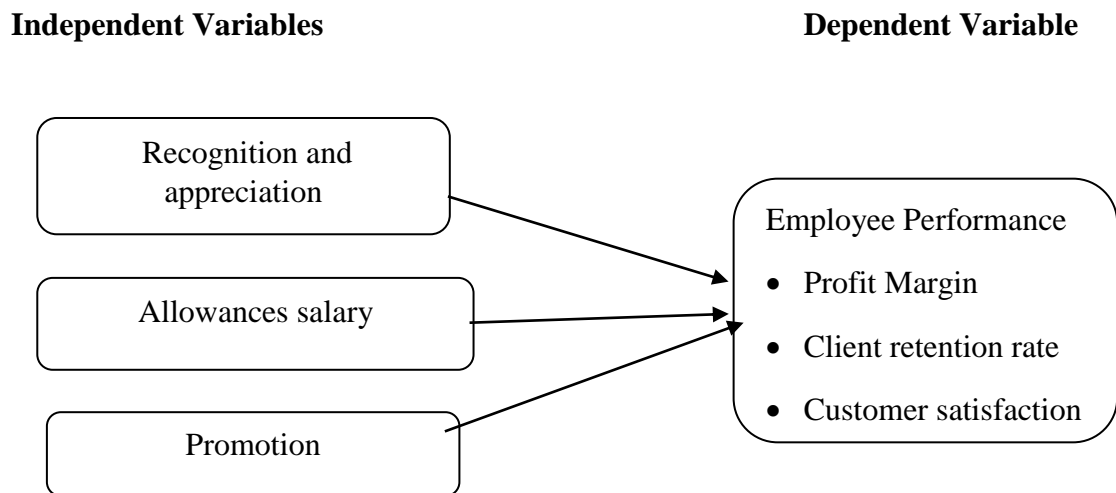


Figure 2.1: Conceptual Framework

Source: Current study (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the methodologies used in collecting, interpreting, analyzing, and presenting data. It covers the following aspects; research strategies containing philosophy, research approach, design, study population and area of the research, sampling procedures. Qualitative techniques were used in selecting participants, data collection methods, data processing and analysis, validity and reliability testing, and ethical considerations, which assured being guided by research ethics in the study.

3.2 Research Paradigm

This research used both qualitative and quantitative paradigm, where qualitative paradigm was designed to help researchers understand people and the social and cultural contexts within which they live Saunders *et al*, (2009). The aim of using such paradigm was to gain understanding a phenomenon from the point of view of the participants and its particular social and organization context there is a possibility that may be largely lost when textual data are quantified on the other hand.

The study used quantitative paradigm, which makes use of questionnaires, surveys and experiments to gather data that is revised and tabulated in numbers so as allows data to be characterized by the use of statistical analysis (Hittleman & Simon, 1997). The purpose of using such paradigm was to gain understanding of the phenomenon from the point of view of the respondents and its particular social and institution context.

3.3 Research Design

Cooper *et al.* (2003) define the research design as the plan and structure of investigation so conceived as to obtain answers to research questions. This study adopted a descriptive research design, which according to Cooper and Schindler (2003) involves surveying people and recording their responses for analysis. Within the descriptive research design, this study used qualitative research approaches to understand better the reward system variables concerning establishing the reward and employees performance at the Kigoma District Council.

3.4 Study Area

The study was being conducted in Kigoma Region at Kigoma District Council. The choice of this geographical area was based on the fact that most of the Local Government Authorities (LGAs) are employees from diverse social, cultural, and educational backgrounds with a variety of perception know-how on reward systems. The area was chosen, as studies have not been done in the study area on reward systems and the performance of employees. Data were collected at the Head office of the Kigoma District Council.

3.5 Study Population

Saunders *et al.* (2012) define study population as the total collection of subjects that a researcher wishes to make inferences and draw a conclusion. The target population at Kigoma District Council head office was 136 people comprising ordinary staff and Human resources officers. This target population data have been obtained through the District Human Resource officer employing a pilot study by a researcher. This

population was critical in getting the sample size as the sample was based on population.

3.6 Sample Size and Sampling Techniques

3.6.1 Sample Size

The sample size is an essential feature of any empirical study in which the goal is to make inferences about a population (Kothari, 2004). The sample size for this study was obtained from a staff population at Kigoma District Council using Krejcie and Morgan (1970) formula. Krejcie and Morgan (1970) observe that the population increases, the sample size increases at a diminishing rate and remains relatively constant at slightly more than. Using this formula, it is appropriate to have a sample of 97 respondents' drawn from a population of 136. Ninety-seven (97) sample size in Morgan formula matches with 136 people. Therefore, the sample size for the study is 97 employees; among them were three (03) Human Resources Officers.

Table 3.1: Sample Composition

Respondents	Categories	Male	Female
District Executive Director (DED)	Staff	0	01
Head of Department (HoD)	Staff	18	05
Human Resource Officer's (HRO's)	Staff	3	01
KDC staff	Staff	38	31
		59	40
Total			97

3.6.2 Sampling Techniques

According to Creswell (2014), qualitative research involves a purposive selection of respondents or sites (documents or visual material) that will best help the researcher

understand the problem and the research question. This does not necessarily suggest random sampling or selecting many participants and sites, as typically found in quantitative research. Kothari (2004) defines sampling as selecting parts of an aggregate of the totality based on a judgment about the entirety or totality. During the study, the researcher opted to use both simple random sampling and purposive techniques to select respondents as follows:

3.6.2.1 Purposive Sampling

Babbie (2004) defined the purposive sampling technique as enabling a researcher to select a sample based on knowledge of the subjects. Purposive sampling is a non-probability sampling approach symbolized by a purposive attempt to get representative respondents via groups or distinctive parts in the sample.

The motive behind purposive sampling was basically on the position held by the respondents and the experience they had on the subject matter to be studied (Milanzi, 2009). Purposive sampling in this study was used to get three Human Resource Officers by consulting them in their offices as virtual of their positions by interviewing them.

3.6.2.2 Simple Random Sampling

According to Cooper *et al.* (2006), each individual is chosen randomly entirely by chance in random selection. Each individual has the same probability of being selected at any stage during the sampling process. In this study, random selection was applied to get 94 ordinary employees from KDC. The lottery method was used to get the sample of ordinary staff to fill questionnaires from the list of staff of the KDC.

3.7 Data Collection Methods

The information on this study was collected from various resources, which included secondary data and primary data. Primary data was collected through questionnaires and interviews. And secondary data was gathered through observation and content analysis.

3.7.1 Questionnaire

The questionnaire method is the method that permits the use of a set of questions to collect data and carry out social research (Kothari, 2004). This study collected data using closed and open questionnaires because it accumulated considerable information quickly; ordinary staff (94) were supplied with questionnaires. A researcher organized all 94 printed questionnaires in the bag; he provided them to staff during data collection. The motive behind this; is that the informants or respondents are free to express their ideas regarding the subject matter and the simplicity of the method (Milanzi, 2009).

A structured employee's questionnaires with closed and open-ended questions were employed to get the outline objectives. They were intended to gather qualitative and quantitative facts from the study population. The questionnaires were administered to (94) staff at Kigoma District Council. The respondents or informants were provided with a unique space to fill their answers for closed-ended questions.

3.7.2 Interview

The interview is the standard method of data collection, which involves the discussion among two or more people, where an interviewer is asking the questions, and an

interviewee responds positively. The researcher interviewed respondents chosen from purposive sampling.

The interview was conducted among three (3) Human Resources Officers. These respondents or informants ended the questions, and the researcher took their opinion on the paper. An *interview* is essentially a structured conversation where one participant asks questions, and the other provides answers. In common parlance, the word "*interview*" refers to a one-on-one conversation between an interviewer and an interviewee (Weller et al., 2018). The interview session was being guided with the interview guides (See Appendix I), which comprised closed-ended questions, which offered an opportunity for the respondents to express their ideas on the study freely.

3.8 Data Analysis and Reporting

According to Kothari (2004), data analysis means transforming raw data collected from the field to obtain meaningful information to meet the objectives of the current study. (Kumar (2011) initially approaches the concept of data processing with a series of in-depth questions; how do you discover the answers to your research questions? How do you make sense of the information gathered? How do you verify or disprove a hypothesis if you had one?

How should the information be evaluated to realize the objective of your study? Data analysis is the process of obtaining answers to questions through examinations and interpretation of collected data; it means studying the tabulated material to determine inherent facts or meanings, splitting the current complex factor into simpler parts and constructing the parts together in new arrangements for interpretation. (Statistics of

Canada Quality Guidelines, 2015; Singh, 2006). In this study, data obtained was be analyzed quantitatively and qualitatively. The questionnaire data from the survey were coded, processed, and analyzed using Statistical Package for Social Science (SPSS) software. The quantitative data were analyzed descriptively by means of percentages and frequencies via SPSS. The qualitative data were analyzed through content analysis. The analysis was carried out to achieve the study objectives. Data of this nature was presented in text format during the report writing.

3.9 Validity and Reliability

Validity refers to the quality that an instrument used in the research is accurate, correct, authentic and meaningful (Enon, 1998). According to him, the reliability of data collected depends on research instruments used to collect those data such that the instrument must produce the same results over overtime. In this study, the following techniques were employed to ensure the researcher carefully observes the clarity of instructions in the instruments, construction of the questionnaire and clear language to users of the device (questionnaire). The clearer the instructions, the higher the reliability (Enon, 1998). Again, the researcher ensures that the instrument used is based on the study's specific objectives and significant themes. Moreover, triangulation of multiple data collection methods was used to increase the worthiness of findings as if one way is weak; another process compensates for the weakness.

3.9.1 Reliability Statistics

A test of the reliability of the questionnaire was carried out according to the pilot study. The reliability of an instrument is the degree of consistency attributed to the measures it is supposed to be measuring (Shaban, 2008). Cronbach's alpha coefficient

was calculated for each question of the questionnaire. The most similar alpha values displayed no difference in the means and variances of the original Likert scales. Hence, standardization did not make a massive difference to the value of alpha. The objective value of Cronbach's alpha ranged from 0.783 to 0.836. This range is high enough and acceptable. Table 3.1 also shows the importance of Cronbach's alpha for the entire questionnaire, which indicates excellent reliability for the whole questionnaire. Hence, the evidence suggested that the data collected from the questionnaire at the KDC was valid and reliable.

Table 3.2: Cronbach's Alpha for each Objective of the Entire Questionnaire (N=90)

S/N	Objectives	Cronbach's Alpha
1.	The common rewards systems used by KDC.	0.836
2.	The reward systems adopted by KDC.	0.810
3.	The challenges facing KDC.	0.783

A rule of thumb that applies to most situation is: $0.9 \leq \alpha \leq 1.0$ Excellent, $0.8 \leq \alpha < 0.9$ Good, $0.7 \leq \alpha < 0.8$ Acceptable, $0.6 \leq \alpha < 0.7$ Questionable, $0.5 \leq \alpha < 0.6$ Poor and $0.0 \leq \alpha < 0.5$ Unacceptable. From the analysis it is accepted that the data for the study were reliable for further processing.

3.10 Ethical Considerations

This is a complex set of values, standards and intuitional schemes that help to constitute and regulate scientific activities (Nagel et al., 2006). Research ethics involves the application of fundamental ethical principles to a variety of topics involving. In this study, the researcher was considered honesty, objectivity, integrity,

carefulness, openness, respect for intellectual property, confidentiality, respect for colleagues, and legality. Before data was being collected, an introductory letter was asked from OUT and DED of Kigoma for data collection in seeking informed consent from the respondents to participate in the study. Confidentiality was also observed as the researcher was responsible for protecting the confidentiality of information for all data collected at Kigoma District Council.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Overview

This chapter presents the results of the findings and discussion on assessment of reward systems on employee's performance at Kigoma District Council in Kigoma region, Tanzania. In presenting the results and discussion, the following areas as per specific objectives of the study were covered: to identify common reward systems used by Kigoma District Council to influence employee performance, to examine salary contribution to employee's performance and to examine the challenges facing KDC in promoting reward systems for employee's performance. The objectives employed the survey research design with mixed quantitative and qualitative approaches shown in the methodology above.

All the information collected were presented based on specific goals and research questions that guided the study. Data collection methods such as questionnaires and interview guides were used to collect and generate information. The analysis, presentation and interpretation have been extracted from the findings of the study, which provide a picture of the general objectives of the study. The results were presented on tables, circles and descriptions for further clarifications; discussions and outcomes followed the findings.

4.2 Respondents Rate

The target population and sample of this study comprised the employees working in Kigoma District Council. The study sample was estimated to be a sample of 97

participants. The response rate was 100, an acceptable response rate for Mugenda and Mugenda (2003) and Kothari (2004). Babbie (2013) improved the response rate of > 50% is acceptable for analysis and publishing, while 60%, which are excellent and equal to 70%, are much better.

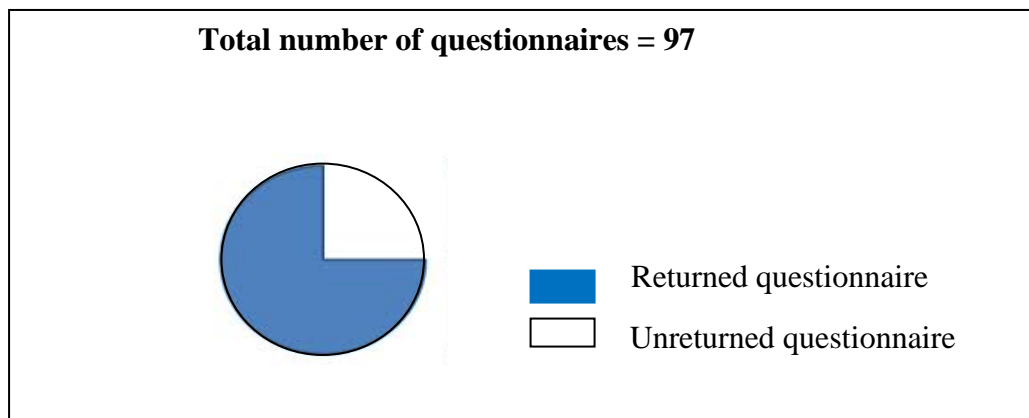


Figure 4.1: Respondents Rate

Source: Surveyed data 2020

4.3 Characteristics of Respondents

Table 4.1: Characteristics of Respondents N=97

Staffs at KDC	Gender			Education level					Experience (years)				
	Male	Female	Total	Certificate	Diploma	Degree	Masters	Total	0-4	5-7	8-10	11-above	Total
	58	36	94	46	28	20	4	94	13	55	19	7	94
Percents %	67.5	32.5	100	48.9	29.2	21.3	4.3	100	13.8	58.5	20.2	7.4	100
HROs	Gender			Ages									
	Male	Female	Total	20-25	26-27	28-34	35-30	Total					
	2	1	3	0	1	1	1	3					
Percents %	66.7	33.3	100	0	33.3	33.3	33.3	100					

Source: Surveyed Data, 2020

As seen in Table 4.1 on the demographic characteristics of respondents, it shows that the study involved a total of 97 respondents or informants. 94 were ordinary staff, and three (3) were HROs. This represented the council staff at the time of data collection. This implies that male dominates the staffing in KDC.

4.2.1 Gender

Also, the study involved three (3) HROs whereby among of the two (2) equivalents to (66.7%) were male, and one (1) equivalent to (33.3%) was female. Ordinary staff members were fifty-eight (58) equivalents to (66.75%) male, thirty-six (36) equivalents to (33.3%) were female respectively. This meant that there was a majority male within the surveyed data (i.e. more than 50%) of respondents were male within the entire respondents or informants at Kigoma District Council headquarters' staff. The number of male respondents or informants is bigger than that of female respondents or informants. The interest was to understand the ratio of males and females who have an Ideal view on rewards available or the kind of reward systems present in this Organization. This implies that the majority of males were aware of reward systems in Kigoma District Council compared to females.

Therefore, a researcher ought to obtain relevant information that could support study objectives under that situation. Most of the data gathered from respondents under questionnaires and interview instruments came from the male group, which automatically dominates the entire study. As the sample was randomly selected, it may be seen that males form the majority of public workers in Local Government Authorities (LGAs). Several studies had a larger number of male respondents; the implication is the same male dominance in work areas. There is a need to increase the

efforts to recruit more qualified females in the LGAs to balance the gender-biased trend.

4.2.2 Education Level

The researcher was interested in knowing the education level of the respondents or informants regarding the topic under study and seeing facilitated data gathering on regard to the topic under investigation. Their educational level involved certificates 48.9%, diploma 29.2%, degree 21.3% and Masters level 4.3%. About 78% of respondents were certificate and diploma holders; this implied that KDC headquarters staff members have a moderate number of workers who are less skilled in their professionalism. Therefore, this made the collected data accurate, as the surveyed respondents were not only good at writing skills but also aware of how reward systems work in the Kigoma District Council. As the study was done at the head office of the Council, this implies that most staff at the Council are less than degree holders at the decision level. Decision-makers need to have higher diplomas and above to interpret policy and guidelines better. The certificate level forms the majority (i.e. more than 48%) of the respondents at KDC staff. This group most dominates the respondent's staff category; this leads to underperformance of the Organization and results in more workloads to experts who are very few deliberately impact reward systems lesser provided.

Degree holders were about 21.3% of all surveyed respondents or informants at KDC headquarter staff. This implied that few experts on surveyed respondents or informants facilitated the organization achieving its goals. However, on hardship constraints of reward systems present in the Organization, it was difficult to

accomplish some strategic tasks that needed attention and time limit within the Organization, therefore leading to delays reward systems available at KDC-Organization.

Master's degree holders were about 4.3% of total respondents at KDC workers. This implied that a few respondents were certified with the master level of education in different fields of specialization that could deliberately give accurate decisions on reward systems and their impact on employee's performance. As there were nourished, competent and rich in exposures to reward plans administered to employees, they gave the best advice on improving reward systems.

4.2.3 Work Experience

The study wanted to know the length of staff working in the KDC. The results show that those who have experience at work from the year (0-4) were 13.8%, between (5-7) were 58.5%, between (8-10) were 20.2%, and 11- above were 7.4%. The staff with 5-7 years at work is the majority with 58.5%. The study found that most of the respondents at Kigoma District Council have enough experience with the LGA operation systems implemented by KDC to its staff members. Therefore, having experienced employees facilitate the findings to understanding the policies and the available rewards according to the laws and progressive policies at the KDC.

4.2.3 Age of Respondents

This was done purposely to only Human Resource Officers at KDC staff because it seemed some of their schedule routine roles had been arranged according to the seniority of their age. Hence allowing innovation know-how, integrity, critical

thinking, decision-making, and argumentation on attending and solving employees' inquiries and needs. The interest of the study was the age of respondents to identify HROs with full responsibility in implementing organization policy on regard to reward systems available at KDC staff. The range of age found to be between 20-25 years had none (0%), 26-27 were 1 (33.3 %), 28-34 were 1(33.3%), 35 and above was one equivalent to (33.3%). From age 20-25 (0%), no Human Resource Officer existed in this group of age. Therefore, no response was produced from this category of age.

The study found that the age range of 26-27 was only 33.3%. It was noted that there was one member of the HRM staff; however, the staff was dedicated to the preparation of the training programme, HCMIS activities in the Lawson system within the HR – Department.

The study found that one Human resource officer aged 28-34 was dedicated to workforce planning, preparation of leave /rotation/ roster, and supervision of environmental cleanliness of the KDC organization and other issues concerning the health and safety of the Organization. Also, the study found that one HR Officer was dedicated to the activity of scheduling duties for conflict resolution at work, endorsing leave packages, screening and shortlisting champion employees for Mei- Day award from every Department/Unit at Kigoma District Council staff members who demonstrated ability in their performance, check and authorize employees' file for preliminary compensation packages for KDC workers, who were injured while executing their duties, preparation of annual estimates budget for both Own Source (OS) and Other Charges (OC). The study found that in KDC, there are reward policies and a dedicated HR staff to deal with reward matters.

4.5 Discussion of the Findings

4.5.1 Common Reward Systems used by Kigoma District Council

The present study was conducted to assess reward systems used by Kigoma District Council. Findings through questionnaires were distributed to 94 staff in the District Council, as appears below. The study found that at the KDC, the following rewards are available and had policy approved by the Councilors. The reward systems included bonuses and extra duties, travelling allowances, employee recognition, and leave packages.

Table 4.2: Common Reward Systems used by Kigoma District Council

Item	Percentage of respondents					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Bonus and extra hours.	83	0	10.6	6.4	0	100
Transport allowance.	6.4	0	0	5.3	74.1	100
Employee Recognition.	20.2	0	11.7	0	68.1	100
Leave package.	0	62.7	7.4	29.8	0	100

Source: Field Research, 2020

The study also found that 78(83%) of the respondents claimed that the Council does not implement bonuses and extra hours despite having a policy in place. On the other hand, few agreed to have rewards and extra duty. Despite that respondents agreeing on the importance of extra responsibility and bonuses for employees performance, it is not well implemented, which might demoralize employees. The findings imply that the motivation for better performance by bonuses and extra duty is not working in the KDC. The study also means that they consider extra working hours as a reward scheme is not well implemented. The findings from this study disconfirmed the earlier

study conducted by James et al. (2015). They observed that extra working hours are a crucial incentive an organization offers employees for higher performance. Despite the disconfirmation of this study to the earlier study, it should be noted that extra working hour is paid only if there are duties that are done above working hours. It is necessary to be done by that day with approval from a supervisor. Therefore, not all organizations offer extra working hours that require reward systems.

The result shows that 74.1% of the respondents believed that transport allowance enabled them to make their most significant contribution better performance, only 5% disagree that transport allowance is not provided. This can be summarized that to a great extent Kigoma District Council used transport allowance as a reward system to employees.

Also, the study result shows that 68.1% of the respondents stated that they get recognition, and only 11% disagreed with having received the recognition reward. The findings from this study relate to theories, which suggest relating recognition to real achievements and rewarding them immediately after accomplishment. However, the result shows that the KDC implements the recognition reward to its employees to support work hard for the performance of the Council.

Reward as a drive to satisfaction

Motivator is used to mean those indicators of motivation present at school. For example, better salaries, free accommodation, free meals, extra teaching allowances, advance payment in case of financial problems, free medical care, among others...are motivators for teachers (One of the workers at KDC, 2020).

KDC workers identified the working environment, surrounding society, financial and non-financial rewards, and administration structure as among the best motivators for them to work. The results showed that employees understand the term reward as those drives for satisfaction that motivate employees at their workplaces. This was a view of one head of school when explaining a motivator:

"...things like recognition, salaries, bonuses, appreciation, study live, community support, good leadership, salary increment, opportunities that arise at school and so... encompasses motivators to teachers (Comments from one of the KDC employees at station E: 18th May 2020)

This was a result of the head of the department of the Education department. The HOD believed that the Council has several rewarding systems as per laws. The same HOD had the opinion that,

The results above suggest that employees understood reward as the drive for satisfaction at workplaces. Those drives can be internally or externally driven with the power of altering changes to employees to increase more efforts. In this context, free meals, advance payment in case of financial problems, free medical care, community support, good leadership, among others, are known as motivators for teachers. The findings show that employees are aware of what motivator means and motivators' ability to encompass all drives for satisfaction. The current results show dissimilarity in meaning as per Herzberg (1959) two-factor theories. The theory argues that motivators mean only internal factors that lead to satisfaction; teachers understand motivators as internal and external drives for pleasure. Furthermore, Cole (2008) supports that motivators are all critical drives that influence job satisfaction among workers, thereby increasing the employees' efforts. The presence of drives for pleasure as identified by respondents is what motivators constitute.

Maritz (2005) studied 1002 employees showed that managers do not meet employees' needs regarding recognition. Maritz's study found that managers do understand employee's recognition as an important reward toward promoting employee's motivation. Human resources managers and directors of institution do not take recognition as motivation and important reward for staff. Many of them think money is important motivation factor that stimulate employee's productivity. The implication is that, when managers and directors neglect the use of recognition as a policy for employees' performance for the betterment of the Organization.

The study revealed that 62.7% of respondents believed that a leave package was not provided to them, but by 29.8%, some of them agreed that they were provided with a leave package. This study's finding is contrary to Al-shaibah & Habtoor (2015) that; the leave package is essential incentive employees receive from an organization to determine their efforts for an organization. Also, James et al. (2015), in their study of incentive packages to staff, observed that many organizations offer to leave packages as incentives for their employees.

"We are now on last quarter of this financial year 2019/2020 all files for employees' who were injured at workplace on last years to date their preliminary compensation package as a reward out of lawful benefits are not yet paid for injured employees because of insufficient fund." A Researcher when viewed some files, no payment was made on those injury victims as stated on organization policy.

The study wanted to know if the KDC organizational incentive policy exists. The study revealed that the policy was being developed according to the government guidelines. The study, however, knew that the policy was not implemented due to insufficient funds from the allocated budget. An interview with the human resource

officer responsible for budgets and allocations noted: The Council has inadequate financial resources that can be used to motivate staff". Three Human Resource Officers (HROs) participated in the interview provided that most of the rewards are not offered because of the scarcity of councils' funds despite being budgeted for.

Again another HRO once asked about types of rewards they offer as Organization to its staff; the HRO had the following to reveal:

“Among motivating factors according to our organization policy is to make sure that hired employees at KDC stationed in remoteness areas get a new mattress, solar lamps and subsistence allowances. Timely once they get to the new work station, though this was hampered by financial constraints, as some of the donors or Kigoma Dc development partners withdrew their contributions and little own source collections. Therefore, new employees can get to their station without any privilege. We always make sure all new employees are immediately hired and enrolled on the government payroll for the first month of reporting through the Lawson system to earn their salary in the first month of reporting timely.

'Employees who demonstrated good ability on job performance last two years were not awarded on May-Day celebrations. The reason is the lack of insufficient funds to carry out such an event, although it is stated within the organization policy. What is seen in their file folder are certificates of appreciation but were promised to receive cash in the foreseeable future.

Regarding job performance and relationship with the motivation of rewards system, the HRO department head said:

4.5.2 Rewards Systems to Employee Performance

The present study assessed reward systems to employee performance in Kigoma District Council. The study wanted to know the importance of rewards towards the performance of employees. The tabulation and percentages are the results of the performance variables of the reward system in KDC.

Table 4.3: Indicating the Effects of Rewards Systems to Employee Performance

Item	Percentage of respondents						Total
	Strongly Agree	Disagree	Disagree	Neutral	Agree	Strongly Agree	
Increases Job effort.	0		0	1.1	19.1	79.8	100
Employee cohesiveness.	0		0	2.1	10.6	87.2	100
Improves a company's competitive position.	0		0	0	18	82	100
Employees meet customers' expectations.	0		0	0	8.5	91.5	100

Source: Field Research, 2020

The result reveals that nearly majorities agreed that rewards systems increase job effort; this was evidenced by 79.8%, and employee cohesiveness results show 87.2% of respondents agreed. Results also show that 82% indicated that rewards improve a company's competitive position, and 91% showed rewarded employees meet customers' expectations.

The study results relate to the reviewed theory on reinforcement and expectancy theory that lighted the reward influences employee performance. Reinforcement theory (Skinner, 1974) suggests that reward is a general reinforcement because of its repeated pairing with primary reinforcers. Vroom's (1964) expectancy theory narrated three components that determine the motivation for better performance, a judgment regarding the likelihood that an effort leads to a certain level of performance (expectancy), a determination regarding the status of performance leads to an inevitable outcome (instrumentality), and the importance of the outcome to the individual (valence).

The study has revealed that the Vroom theory of expectance is critical towards rewarding staff performance in LGAs.

4.5.3 Challenges Facing KDC in Promoting Reward System to Employee

Performance

The present study was conducted on challenges facing KDC in promoting a reward system for employee performance. Findings were tabulated and interpreted. The tabulation and percentages were rated in Table 4.3.

Table 4.4: Indicating the Challenges Facing KDC in Promoting Reward System

Item	Percentage of respondents					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Financial performance is good.	95.7	3.2	1.1	0	0	100
Effective implementation of reward.	88.3	10.6	1.1	0	0	100
KDC focus on profit maximization.	55.3	26	0	0	19.1	100

Source: Field Research, 2020

The study results indicate that 95% of the respondents strongly disagreed that it is very hard for an organization to reward as the financial performance is good. It implies that rewarding and motivating staff members in an organization are directly proportional to the financial performance of an organization. An organization that is short of funds cannot increase rewards and incentives to its employee. Lack of it acts as the reason for the failure of the Organization in promoting a reward system that contributes toward retaining competent employees. A Council like KDC can reward its employees for keeping staff and avoiding turnover.

The study found that the majority of respondents, 90.6 %, believed that the KDC sometimes comes short of resources, thus failing to reward its staff for contributing toward employee performance. The findings from this study confirm the results by

Fernandez (2006) that board members allocate staff incentives and cite if an organization has better corporate financial performance; while eliminating incentives and rewards for poor financial performance. This study has concluded that financial performance is a challenge facing KDC reward systems that contribute to employees' performance. It is observed that LGAs need to allocate funds from their sources and budget for rewarding employees for better performance. The implication here is that rewards may be dissatisfied when an employee is not motivated by rewards. When an employee is disappointed, the performance will be lower, hence the organization performance.

The study results show that 88.3% considered that KDC lacks effective systems of implementation rewards for employees. The findings from this study are in line with the study conducted by Murphy (1999), which showed details the importance of compensation to staff, which increases the organization performance and sustainability. The study revealed that reward policy implementation is a challenge. The survey's finding shows that 53% of the respondents were of the view that profit KDC is not a profit-maximizing entity that has to use all the resources to enhance KDC service delivery. Hence the performance of employees is to be looked at as necessary. The planning for the compensation of employees against the reward policy seems to be a challenge. The results revealed that the Council is not allocating enough budgets to implement the payment of rewards as per policy and guidelines of the government.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

The purpose of this study was to assess reward systems on employees' performance in Tanzania. Specifically, the study was built along with three objectives: identifying standard reward systems used by Kigoma District Council to influence employee's performance, examining the salary contribution to employee's performance, and examining the challenges facing Kigoma District Council in promoting reward system for employee's performance. That being the case, this chapter presents the study's conclusion, recommendations and areas for further research.

5.2 Conclusion

Intrinsic Rewards and Employee Performance: This study has established a significant relationship between intrinsic rewards and employee performance. The study concludes that employees' ability, the management of Kigoma District Council trust in employees, recognition, and employees' view of achievement significantly enhances employees' performance. This is because intrinsic rewards address employees at the core of their needs, and as a result, form a good base that influences and motivates the employees to higher standards of performance. Based on the findings presented above and the discussion, the following conclusions can be drawn.

Extrinsic Rewards and Employee Performance, as established by this study's findings, there is a significant relationship between extrinsic rewards and employee performance. The study concludes that salaries and wages, paid leave, travel

allowances and bonuses are essential components of extrinsic rewards that enhance employee performance. When managers take time to invest in extrinsic rewards, employees feel valued by their Organization and thus work extra hard to improve their performance to be rewarded even more at Kigoma District Council. Moreover, intrinsic rewards (social recognition and appreciation) and extrinsic rewards (salary, bonus and performance promotion) affect the employees' performance directly and indirectly at the Kigoma District Council.

5.2.1 Reward systems at KDC

The study concludes that the reward systems available at Kigoma District Council have a policy for implementation. The identified reward systems include; Bonus and extra duty, transport allowances, employees' recognition, and leave packages. The study revealed that despite all the rewards available at KDC, only goes packages have been paid to employees during annual leave. The study concludes that the KDC management should consider all the other rewards included in the reward packages as per the government policy.

5.2.2 Salary and Performance of the Employee

The study concludes that staff salaries have been paid as scheduled. Respondents have said that wages are usually paid on time and motivate workers to work hard. The study's view is that the government continues with the initiatives to improve the salary payment in time as it is one of the motivating factors for the employees.

5.2.3 Challenges for Rewarding Employees

The study identified several challenges for the implementation of reward systems. The difficulties identified include the non-implementation of reward systems as spelt out

in the government regulations. Inadequate budgetary funding is a challenge to implementing the reward policy in KDC. The study noted that no policy restricts the LGAs to pay for the rewards as required by law. It is the view that the central government should put down policies to limit and force LGAs to make sure they implement the general rewarding styles to support achieving the organizational goals and the employees' performance.

5.3 Recommendations

This part gives recommendations based on the findings or results of the study. The study has revealed a significant numeral issue related to the reward systems on Kigoma District Council employee performance. Head of department and supervisors and Kigoma District Council management need to be well-informed and familiar about all issues concerning reward systems. The researcher recommended the following recommendations: Based on the motivation package used mainly by KDC, it was observed that; transport allowance employees' recognition was the most of the reward systems offered by KDC to its staff.

This study recommends that KDC take active measures to ensure that talented teams are highly rewarded, and if improving their performance, they should enhance reward systems. Based on the motivation package that contributes to the performance of the staff, the study found that transport allowance, employees' recognition, is positively and statistically significant in contributing to the performance of the team at KDC. The study recommends that leave packages, bonuses, and extra duty packages should be implemented appropriately to facilitate the staff's performance. Concerning the challenges facing KDC related to implementing reward and pay policy, businesses

that focus on profit maximization and supply of labour to the market are promoting reward systems for employee performance. This study recommends that these challenges be effectively and adequately addressed by considering the value of competent and talented staff members who play crucial roles in ensuring the KDC optimum performance.

On the other side, the study has revealed a significant relationship between intrinsic rewards and employee motivation; the researcher recommends that management at Kigoma District Council should invest more in building employees' professional capacity and capabilities, enhance and build trust in their employees' ability to perform their duties, in addition to providing sufficient recognition towards employees for work well done. This will motivate the employees and establish a sense of achievement that will further enhance performance.

Also, the findings of this study have established a significant relationship between extrinsic rewards and employee rewards. That shows management commitment to rewarding work equitably, improving paid vacations for managers and general employees based on set performance criteria, and investing in paid leave and bonuses to motivate employees towards enhanced performance. The researcher recommends to the Kigoma District Council that the government plans should improve their extrinsic rewards mechanisms by investing more in salaries and wages.

5.4 Areas for Further Research

This study examined the reward systems on employee's performance in Kigoma District Council. There is a need for conducting the same research in other district

councils in Tanzania on a variety of situations before generalization. This study was essentially quantitative and qualitative. There is a need to do qualitative or quantitative analysis only to uncover the real reasons for low motivation in the banks and determine appropriate reward systems in the banking sector. There is need also to examine the importance of employee's press on intrinsic and extrinsic rewards among district councils in Tanzania.

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APPENDICES

Appendix I: Letter of introduction (Assistance Letter)

Dear respondent (s)

I am conducting a research focusing on “*An Assessment of the Reward System on Employee Performance in Tanzania. Case of Kigoma District*”. Being a student, this is partial fulfillment of the requirement for the award of the master degree in Human Resource at the Open University of Tanzania.

In line with the foregoing attached, with is questionnaire of which I kindly ask you to respond on it. Please answer all questions with your own keen of understanding, views/opinions and freedom of choice. Your cooperation as well as opinion is most highly appreciated.

Moreover, this is not a test to rest you, this why you should feel humble and comfortable to fill in the questionnaire, as there are neither wrong nor correct responses (answers) for any of the compiled statements in the questionnaire. Information provided in the questionnaire will be highly treasured and used for academic advantages only.

However, for the best response and easiest communicable purposes. I would suggest you to feel free using any of my contact here under.

Thank in advance for your time used to fill the questionnaire.

LOLIGIUS R. KAZOBA.

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P. O Box 332, Kigoma. Cell: +255753171293 Email: kazoba333@gmail.com

NOTE:

Please kindly be informed that, the researcher expects to collect the filled in questionnaire not later than

PART A: General Information

(Please, Put a Tick Where Applicable)

Gender (1) Male (2) Female

Age group (1) 20-30 (2) 31-40 (3) 41-50 (4) Above 50

Level of education (1) Primary education (2) Secondary education (3) Certificate Education (4) University Education.

ONE. Reward systems used KDC;

Bonus

(1) Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) strongly disagree

2. Transport allowance

(1) Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) Strongly Disagree

3. Recognition

(1) Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) Strongly Disagree

4. Leave package

Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) Strongly Disagree

5. Please mention other types of reward systems you know

-
-
-
-

TWO: The effects of Rewards Systems to Employee Commitment

I. Rewards such as Promotion Increases Job effort

(1) Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) Strongly Disagree

ii. Recognition improves employee cohesiveness

Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) Strongly Disagree

iii. Verbal and written rewards Improves a company's competitive position

Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) Strongly Disagree

iv. When Rewarded Employees meets customers' expectations

Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) Strongly Disagree

Theme 3. The challenges facing KDC in promoting reward system

i. Organizational financial performance is a challenge to employee performance

Strongly Agree (2) Ag (3) Neutral (4) Disagree (5) Strongly Disagree

There is effective implementation of reward

Strongly Agree (2) Agree (3) Neutral (4) Disag (5) Strongly Disagree

iii. The organization focus on profit

Strongly Agree (2) Agr (3) Neutral (4) Disa (5) Strongly Disagree

Appendix II: Interview for HROs

Dear respondent,

My name is LOLIGIUS RAYMOND KAZOBA, a student at Open University of Tanzania. I am doing a research study on; Assessment of Reward system on Employees Performance in Tanzania, the Case of Kigoma District Council. Your kindly assist by answering correctly to the questions below. Your response will remain confidential and it is only for academic purpose.

A. Background information

Organization..... Designation.....

I) Age of the respondent (years):

II) Gender: (a) Male (b) Female

1.) Now using your experience of the HROs state the reward systems commonly applied by KDC

2.) As employee how do you perceive provisional of transport allowance and financial rewards by the KDC council


3.) How can you explain the affect rewards systems on employee performance at KDC?

Thank you very much for your cooperation and assistance in answering these questions

Appendix III: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
Dar es Salaam, Tanzania
<http://www.openuniversity.ac.tz>



Tel: 255-22-2668992/2668445 ext.2101
Fax: 255-22-2668759
E-mail: dpgs@out.ac.tz

Our Ref: PG201505070

2nd March 2020

District Executive Director,
Kigoma District Council,
P.O Box 1196,
KIGOMA.

RE: RESEARCH CLEARANCE

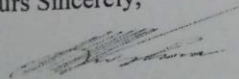
The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. KAZOBA, Loligius Reg No: PG201505070** pursuing **Master of Human Resource Management (MHRM)**.

We here by grant this clearance to conduct a research titled *An Assessment of Reward Systems on Employees Performance: Kigoma District Council*". He will collect his data at your area from 3rd March 2020 to 25th April 2020.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours Sincerely,



Prof. Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA

Appendix III: Researcher Request to Perform Research to Kigoma District

Executive Director

KIGOMA DISTRICT COUNCIL

(All Official Correspondence Should be Address to Executive Director)

Tel. No. 028 280 4865
 Fax No. 028 280 2719/2370
 Email: kigomadistrict@gmail.com



THE DISTRICT EXECUTIVE DIRECTORS' OFFICE,
 P.O. BOX 332,
 KIGOMA.

Ref. No KDC/E1/65-XXVI/9

Date: 10th March, 2020

Deputy Vice Chancellor (Academic),
 Open University of Tanzania,
 P.O BOX 23409
DAR ES SALAAM.

RE: RESEARCH FINDINGS

Please refer the heading above.

Reference is made to your letter with Ref. PG201505070 dated 2th March 2020 on regards to your Research Findings titled "An Assessment of Reward Systems on Employees Performance: A case study in Kigoma District -Tanzania".

I would like to inform you that your student named Loligius R. Kazoba has been accepted to undertake research in Kigoma District Council from 12th March - 10th April 2020 he will be allowed to survey and to collect data from different Departments/Units in the Head Quarter this Organization.

Thank you in advance.

Bennet D. Ninalwo
 FOR DISTRICT EXECUTIVE DIRECTOR
KIGOMA



COPY: - District Human Resource Officer (DHRO) - Accept & Assist him

-Mr. Loligius R. Kazoba (Academician)

Appendix IV: Permission and introduction letter from Kigoma District Council

Director

Kigoma Regional Centre,
The Open University of Tanzania
P.O. Box 566,
Tel: +255-028-2802981
Kigoma, Tanzania



Kituo cha Mkoa wa Kigoma,
Chuo Kikuu Huria cha Tanzania,
S.L.P, 566,
Simu: +255-028-2802981
Kigoma, Tanzania

20/2/2020

TO WHOM YOU MAY CONCERN

REF: INTRODUCTION LETTER

Reference is hereby made to the heading above

I would like to introduce to you Loligius Kazoba, Reg no PG PG201505070, is the bonafide students of the Open University of Tanzania – Kigoma Regional Centre, this academic year of 2019/ 2020, the student is required to undertake research and write research report being requirement for partial fulfillment for the award of the degree of Master of Human Resource Management (MHRM). Student is researching on the title 'AN ASSESSMENT OF REWARD SYSTEMS ON EMPLOYEES' PERFORMANCE IN TANZANIA: A CASE OF KIGOMA DISTRICT COUNCIL.

Please avail the student with relevant information/ data and/ or assistance in order to enable him to complete this research task. All information will be accorded utmost ethical consideration including handling information with confidentiality for the sole academic purposes and not otherwise.

I would appreciate your cooperation

Ally A. Mchuchuli

REGIONAL DIRECTOR- KIGOMA

DIRECTOR
OPEN UNIVERSITY OF TANZANIA
KIGOMA REGIONAL CENTRE
P.O. Box 566
KIGOMA