

**IMPACT OF RECOGNITION PROGRAMMES ON EMPLOYEE'S JOB
PERFORMANCE: A CASE OF NATIONAL SOCIAL SECURITY FUND IN
DAR ES SALAAM, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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MANAGEMENT**

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CERTIFICATION

The undersigned certify that, they have read and hereby recommend for acceptance by the Open University of Tanzania a research dissertation titled: **“Impact of Recognition Programmes on Employee’s Job Performance: A Case of National Social Security Fund in Dar es Salaam, Tanzania”** in partial fulfilment of the award of the Degree of Master of Business Administration in Human Resource Management (MBA in HRM).

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DECLARATION

I, **Salma Gibons Mwaipopo**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that, I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirements for the Degree of Master of Business Administration in Human Resource Management (MBA in HRM) Department of Marketing, Entrepreneurship and Management.

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Signature

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Date

DEDICATION

This study is dedicated to my lovely mother, Hadija Ismail, whose unwavering support and encouragement inspired me every day to be the best version of myself hence made this journey possible.

ACKNOWLEDGEMENTS

First and foremost, I express my deepest gratitude to the Almighty God for giving me strength to complete this work.

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It is not possible to include everybody in this section but everyone is valuable. Finally, I regret for errors and anomalies found in this dissertation. I individually remain responsible.

ABSTRACT

The study aimed to assess the impact of recognition programmes on employee's job performance in Dar es salaam, Tanzania. It specifically expressed the effect of long-service award, performance-based bonus and tangible rewards on employee's job performance at National Social Security Fund in Dar es salaam. The research was guided by the Goal-Setting theory followed by a positivistic philosophy. Structured questionnaires were used to collect data from 150 respondents selected through a simple random sampling method. Data analysis involved descriptive statistics and multiple linear regression analysis. The finding showed that, long-service award and performance-based bonus had a statistically negative and non-significant effect on employee's job performance whereas tangible rewards had a statistically positive and significant effect on employee's job performance at National Social Security Fund in Dar es Salaam. The research concludes that long-service award and performance-based bonus had statistically negative and insignificant effect on employee's job performance at NSSF in Dar es salaam Tanzania, while tangible rewards had statistically positive and significant effect on employee's job performance at NSSF in Dar es salaam Tanzania. The research recommending that, organisation in Tanzania place more emphasis on improving tangible rewards.

Key Words: *Recognition programmes, employee's job performance, long-service award, performance-based bonus, tangible rewards*

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LIST OF ABBREVIATIONS

| | | |
|-----------------|---|--|
| COVID-19 | : | Corona Virus Disease of 2019 |
| EJPI | : | Employee's Job Performance Indicators |
| HR | : | Human Resource |
| LSA | : | Long-Service Award |
| MHRM | : | Master Degree of Human Resource Management |
| NSSF | : | National Social Security Fund |
| PBB | : | Performance-Based Bonus |
| TR | : | Tangible Rewards |
| USA | : | United States of America |
| VIF | : | Variance Inflation Factor |

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter introduces the study on the impact of recognition programmes on employee's job performance in Tanzania's organisations. It presents background of the problem, the problem statement and research objectives. Additionally, it provides the significance of the study and the summary of the entire chapter.

1.2 Background of the Problem

Employee performance is a cornerstone in the success of any organization, yet it is often overlooked. It refers to the extent to which individuals effectively and efficiently fulfill their tasks and responsibilities within an organisation, covering areas such as productivity, meeting deadlines, professionalism, teamwork, and alignment with organizational goals (Afolabi et al., 2022). Similar to other regions, organisations worldwide strive to support employee well-being by providing fair compensation, safe working environments, and inclusive cultures. Recognition programmes are generally used to shape employee performance, enhance morale, and foster stronger employer-employee relationships (Mashenene, 2023). These initiatives often reward exceptional employees with certificates, trophies, or monetary incentives based on their performance and commitment (Hussein et al., 2021). However, in developing nations, including Tanzania, there are distinct challenges and opportunities concerning employee job performance. This issue has been highlighted by the Controller and Auditor General's 2024 performance audit report, which calls for further investigation into reforms and their impact.

Understanding recognition practices and their impact on employee job performance across different countries is crucial on a global scale. For instance, the United States has a long-standing tradition of prioritizing employee job performance and recognition, dating back to the 1930s and 1940s when the Workers Alliance of America advocated for employee acknowledgment, which contributed to wage improvements (Anastasi, 2022). In Canada, companies adopt various recognition programmes tailored to employee performance, incorporating recognition from peers, leaders, supervisors, and even external clients and partners (Ampofo, Karatepe, Mensah, & Wilberforce, 2023). In France, recognizing employee's job performance is considered a vital aspect of organisational management, highlighting the importance of creating a workplace culture that values employee contributions (Khan, 2023). Okon, John, and Imagha (2023) conducted a study on recognition practices in Nigeria, concluding that, acknowledging employees' performance significantly influenced their motivation, commitment and overall output. Okon, John, and Imagha (2023) conducted a study on recognition practices in Nigeria, concluding that, acknowledging employees' performance significantly influenced their motivation, commitment and overall output. The study emphasized the need for a work environment where employee achievements are openly acknowledged among colleagues.

In Tanzania, organisations have initiated efforts to implement recognition programmes which included various methods such as verbal praise, awards, promotions, and tangible rewards (Okereke & Asha, 2020). Additionally, government policies are in place to ensure and ascertain employee recognition at the

workplaces. Despite the efforts to enhance employee job performance through recognition programmes, optimal results were not optimally attained (Smith, 2020). Understanding the impact of recognition programmes is crucial for employee's job performance. The study offered insights to inform policies and create an inclusive workplace environment.

1.3 Statement of the Problem

Employee job performance is universally acknowledged as essential for organisational success. In Tanzania, concerns and challenges persist about employee's job performance challenged by the Controller Auditor General Performance Audit report despite various initiatives like recognition programmes. Similarly, the degree to which these programmes are properly impacted and adapted remains largely unexplored (Mujuni, 2020; Mkapa & Shayo, 2020) there is limited empirical research on effectively these programs impact employee performance within Tanzania organizations which emphasizes the need for further attention. This research aimed to assess the impact of recognition programmes on employee's job performance in organization especially at National social security services in Dar es salaam, Tanzania.

Recent data suggested a concerning trend in employee's job performance. A survey by Smith (2020) found that, dissatisfaction among employees due to perceived issues with recognition practices, included transparency and fairness. To address this, the organisation implemented initiatives, however, the effectiveness of these initiatives remained uncertain, requiring further investigation in organisations

Okon *et al.*, (2023) examined recognition's impact on non-academic staff performance in selected Federal Universities in Nigeria. They found a positive relationship between recognition and employee's performance, emphasizing its importance for productivity requiring to prioritize recognition to enhance employee's performance and well-being.

Afolabi *et al.*, (2022) employed quantitative methodology to explore the impact of recognition and career advancement on employee's job performance in Nigerian Brewery Plc. Their findings indicated a significant and positive relationship between employee recognition and job performance, stressing the significance of recognition in improving employee performance highlighting the importance for organisations to prioritize recognition as a means of enhancing performance and productivity.

Asha and Okereke, (2022) conducted a study in the Mount Meru Referral Hospital employing a mixed-methods approach with a population of 355. They found that, non-financial incentives like recognition and adaptable work arrangements positively impacted employee's performance. Similarly,

Apart from the above studies, this study was conducted at National Social Security Fund in Dar es Salaam, including its branches. The study aimed at addressing concerns about impact of recognition programmes on employee's job performance in Tanzania which emphasizes the need for further attention whereby previous studies did not focus on that part and found that, there was a gap. Due to that knowledge gap, this research finds the necessity to study the impact of recognition programmes

on employee job performance. National Social Security Fund's extensive workforce and branch availability made it an ideal setting for this research.

1.4 General Research Objective

The general objective of the study was to assess the impact of recognition programmes on employee's job performance at National social security fund in Dar es salaam, Tanzania.

1.5 Specific Research Objectives

- i. To examine the effect of long service award on employee's job performance at Dar es Salaam National Social Security Fund.
- ii. To examine the effect of performance-based bonus on employee's job performance at National Social Security Fund in Dare es salaam.
- iii. To examine the effect of tangible rewards on employee's job performance at National Social Security Fund in Dare es salaam.

1.6 Significance of the Study

This study holds value for both government and organizational stakeholders by exploring how recognition programs impact service delivery improvement. The insights derived assist policymakers and leaders in making informed decisions regarding resource allocation and strategy implementation to enhance employee job performance. The findings support government initiatives to improve outcomes through better-aligned recognition strategies. For Tanzania organizations, the study offers practical benefits by enhancing recognition programs, thereby improving

employee performance and service delivery to customers. By identifying areas for improvement and applying evidence-based strategies, organizations can foster a positive organizational culture, increase employee satisfaction, and ultimately improve the quality of services provided to stakeholders. Academically, this study contributes to the fields of organizational behavior and HR management by empirically investigating the impact of recognition programs on employee performance within a government context, addressing a gap in the literature, and providing theoretical and practical insights for improving job performance.

1.7 Scope of the Study

The research was conducted at the National Social Security Fund of Dar es salaam. While the fund provided a sufficient base for the research due to its extensive staffs, and the availability of pertinent data and time constraints, its findings might not be generalized to other organisations nationwide due to differences in settings, environments, and resources. Additionally, most organisations were expected to have varying policies, methods of implementing recognition programmes, especially for their employees and administrative procedures. Furthermore, the National Social Security Fund is a public organisation distinct from privately owned entities.

1.8 Organisation of the Study

This dissertation titled impact of recognition programmes on employee's job performance: a case of National Social Security Fund in Dar es Salaam, Tanzania, is comprised of five chapters. Chapter one is a general introduction in which the background to the problem, statement of the problem, research objectives were

discussed; others were significance and scope of the study. Chapter two was all about review of related literature where definitions of key terms, theoretical and empirical literature reviews were discussed; others included research gaps, and lastly, conceptual framework. Chapter three was concerned with research methodology and design in which research approach, area of the study, population and sampling procedure and data collection methods were discussed. Others were data analysis, validity and reliability of the study, and ethical considerations. Chapter four dealt with findings and discussion based on specific objectives while chapter five dealt with summary of the findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter offers a review of literature related to the impact of recognition programmes on employee's job performance. It covers definitions of key terms, reviews of theoretical and empirical literature based on the study's objectives, identifies research gaps, presents a conceptual framework, and outlines research hypotheses.

2.2 Definitions of Key Terms

The following terms are defined as:

2.2.1 Recognition programme

Scholars have conceptualized recognition programme in organizations as structured initiatives aimed at acknowledging and rewarding exemplary individual or team performance and achievements (Chand, 2022). In addition, recognition programme is a strategy for organisations to recognize and incentivize employees' accomplishments and efforts, motivating them to maintain peak performance and enhance their dedication and involvement with the organisation (Kiriuki & Kiiru, 2021). For this study, (Chand, 2022) definition of a recognition programme adopted to investigate its impact on employee's job performance.

2.2.2 Employee job performance

This broadly defined as to the manner in which an employee carries out their tasks, duties, and responsibilities within a specific role or position within an organisation

Gicheha and Kyule. (2022). Additionally, employee job performance defined as a coverage of work quality and quantity, meeting deadlines, policy compliance, professionalism, teamwork, and contributing to organizational goals (Kathina & Bula, 2021). This study used (Gicheha & Kyule, 2022) definition of employee job performance. Adopting these criteria facilitate understanding the relationship between employee job performance and recognition programmes.

2.2.3 Organisation

According to Hsu and Lamb, (2020) organisation is a structured group aiming for shared goals through coordinated roles and rules, found in businesses, institutions, or governmental bodies. Moreover, an organisation is a structured group aiming for common goals through coordinated efforts (Kerubo & Thomas, 2022). Definition of Hsu and Lamb, (2020) used to clarify its link to recognition programmes.

2.3 Theoretical Literature Review

This is the mass concepts focus on assumptions or theories. The notion of employee job performance and recognition fall under the Goal-Setting theory by Locke and Latham, (2019). Under this theory the target is to recognize employee for their contribution indicating the performance connections. Goal-Setting theory was introduced by Edwin Locke and Gary Latham in the 1960s and refined over subsequent decades, is a comprehensive framework that asserts the power of setting specific and challenging goals to enhance job performance. At its core, the theory posits that, clear, ambitious objectives lead to higher levels of motivation and performance compared to vague or easy-to-achieve goals. Locke and Latham

emphasized the importance of goal specificity, stating, "the more specific and difficult the goal, the greater the effort and achievement" (Locke & Latham, 2019). According to this theory, setting specific and challenging goals is crucial for enhancing individual performance. Recognition programmes often align with this principle by establishing clear objectives for employees to strive towards, such as meeting targets, achieving project milestones, or demonstrating exceptional teamwork.

The fundamental assumption of the Goal-Setting theory is that, it posits that, challenging and specific goals which enhance performance if individuals have the ability and commitment. Recognition programmes apply this by setting clear criteria like outstanding performance or innovation (Locke & Latham, 2019). Goals must also be accepted and committed to by individuals to be effective. Recognition programmes can enhance goal acceptance by publicly acknowledging employees who exemplify desired behaviors and achieve notable accomplishments.

Despite its strengths, Goal-Setting theory has some weaknesses. One criticism is its neglect of the broader factors that may influence goal attainment, such as organisational culture, resources, and external constraints. The theory assumes a linear relationship between goal difficulty and performance, overlooking the potential for unintended consequences, such as unethical behaviour or neglect of other important tasks, in pursuit of challenging goals.

In terms of development, contemporary research has expanded the application of Goal-Setting theory to include the role of self-regulation, feedback processes, and the interaction between individual and situational factors. For example, Swiatczak (2021) explored the role of intrinsic motivation and self-regulatory mechanisms in goal pursuit, offering insights into how individuals could sustain motivation and overcome obstacles in achieving their goals.

Variables relevant to the impact of recognition programmes on employee performance within the framework of Goal-Setting theory, key factors to consider include the specificity and clarity of recognition criteria, the alignment of recognition with organisational goals and consistency of feedback provided. By integrating these variables into the design and implementation of recognition programmes, organizations can leverage the Goal-Setting theory to enhance employee performance and engagement.

The selection of the Goal-Setting theory was for its relevance and applicability to understanding the impact of recognition programmes on employee job performance. As a widely recognized and empirically supported theory, the Goal-Setting theory offers a comprehensive framework for examining how specific and challenging goals, feedback mechanisms, and goal acceptance influence individual behaviour and outcomes within an organisation.

Furthermore, the Goal Setting theory has been widely applied in studies on job performance, but mostly in other organisations and for other groups of authorities.

For example, the Goal setting theory demonstrated a noteworthy and favourable impact on the performance of the Kenya Film Commission, contributing positively to its organisational outcomes (Gicheha & Kyule, 2022). Moreover, the study by Hartono and Murniati (2021) used this theory and supported the principles of the same, indicating that, participants were more likely to achieve their goals when those goals were specific and challenging compared to goals set with different levels of specificity and difficulty.

2.4 Empirical Literature Review

This section presents the related and similar studies that were reviewed to ensure the study provides important insights from previous research conducted in the area of good governance.

2.4.1 Long-service award on employee's job performance

Long-service awards refers to recognizing employees for their years of service with the organisation and is a common practice to show appreciation for loyalty and commitment in Nigeria (Bawala, 2022). Long-service awards include retirement specific awards, monetary rewards, special privileges and milestone anniversaries, such as five or ten years of service, and often involve presenting employees with plaques, or gifts. Long-service awards are a significant form of recognition, demonstrating appreciation for employees' dedication and loyalty to the organization (Bawala, 2022).

In a study on job satisfaction and the impact of recognition on management performance rewards in public universities in Southeast Nigeria, Orajaka, (2021) used descriptive data analysis to find a strong link between job satisfaction and employee recognition. This recognition served as a motivating factor, driving employees to maintain high performance levels and commitment. It also contributed to employee retention by fostering loyalty and attachment to the organization.

In Ghana, Ewool et al., (2023) employed exploratory and descriptive data analysis to examine the connection between employee recognition, salary satisfaction, and engagement in the banking sector. Their study found that recognition enhanced salary satisfaction but reduced employee engagement. They emphasized that long-service awards were a key factor in employee retention, promoting job commitment and motivation. When employees felt valued for their long-term service, they were more inclined to stay with the organization, contributing to workforce stability and continuity. Additionally, these awards also enhanced employee morale and job satisfaction. Recognizing employees for their long-term dedication positively influenced how they viewed their roles, leading to improved performance and a more supportive work environment. Employees who received long-service awards often became role models for newer staff members.

Ramya and Vanithamani's, (2023) study in India, utilizing qualitative data analysis, emphasized the significant role of employee recognition in shaping organizational culture, engagement, and overall performance. Their findings showed that acknowledging employee contributions helped create a positive workplace culture

and motivated others to seek similar recognition, thereby improving organizational performance. Ultimately, long-service awards helped in shaping organizational culture by underscoring the value of loyalty and dedication. By fostering an environment where employees felt appreciated and motivated, these awards contributed to a culture of excellence and continuous improvement, ultimately enhancing overall job performance within the organization.

2.4.2 Performance-based bonus on employee's job performance

Performance-based bonuses significantly enhance employee job performance by motivating them through a direct correlation between effort and financial rewards. This linkage fosters a sense of purpose, driving employees to excel and continuously improve, ultimately leading to increased productivity and efficiency. The research conducted by Agba et al, (2021) in Nigeria through multi-variance analysis on assessing the link between employee productivity and performance-based rewards like promotions, bonuses, and recognition possess this point, demonstrating a significant positive effect of performance-based bonuses on employee productivity within commercial organisation in Cross River State, Nigeria. The findings suggested that, performance-based bonuses effectively enhanced employees' productivity across various dimensions such as effectiveness, performance, and efficiency. By linking rewards directly to individual and team performance, employees understood that, their compensation was contingent upon their contributions and achievements.

This was also demonstrated by Okwonko, et al., (2023) in identify the impact of performance-based bonuses on employee dedication, employing descriptive data analysis and discovered that, the implementation of individual performance-based bonuses had a notable and beneficial impact on the level of employee commitment within microfinance banks situated in Enugu State, Nigeria that created a sense of fairness and transparency in the workplace, where employees were recognized and rewarded based on their goal achievement and actual performance rather than seniority or favouritism. Hence, employees owned their work and actively engaged in goal-setting and performance evaluation processes.

Kathina and Bula, (2021), shows that, performance-based bonuses facilitated talent retention and attracted top performers to the organisation. In today's competitive job market, offering incentives beyond base salaries is crucial for attracting and retaining talented individuals. This is an extra incentive given to government employees based on their effectiveness and contributions towards meeting the broader objectives and responsibilities of their department, eventually provided an additional layer of compensation that, rewards exceptional performance, sales commission and profited sharing demonstrating the organisation's commitment to recognizing and valuing employee contributions. This enhanced employee satisfaction and loyalty, reducing turnover rates ensuring continuity in talent retention.

Moreover, the implementation of performance-based bonuses fosters a culture that emphasizes continual learning and advancement within the company. The study by (Sala, 2020) in Philippines employing descriptive-correlational data analysis in

assessing the motivating elements that affected the job performance of teachers and discovered that, the correlation between teachers' job performance and their motivation levels towards motivational factors was noteworthy. Again, through providing incentives for employees to meet specific objectives or targets, they became more inclined to actively seek out opportunities for improving their skills and advancing their careers. This involved pursuing additional education, participating in training initiatives, or obtaining relevant certifications, all with the aim of enhancing their performance and maximizing their potential for earning bonuses. This dedication to ongoing education not only served to benefit individual employees but also enriched the collective knowledge and competencies of the organisation.

2.4.3 Tangible rewards on employee's job performance

This objective investigated the effect of tangible reward on employee job performance. Through gathering data on reward events and tracking employee's job performance over a period, the research analyzed patterns and trends to ascertain the most impact of tangible reward for enhancing employee job performance.

Receiving a certificate of recognition reward enhances job performance. The provision of receiving certificates boosts employee performance. This implies that, when employees are formally acknowledged with such certificates, it enhances their work output positively. Villela et al., (2019) in Brazil shed light on how certification affected employee's performance by investigating the impact of B Corp certification on small to medium-sized companies in Brazil through a case study analysis. Their

research suggested that, although, companies attained high scores and certifications based on their current performance, they often failed to actively pursue improvement objectives between certifications. Consequently, there was minimal advancement in their scores over time. This highlighted that, merely obtaining a recognition certificate reward did not result in enhanced performance; rather, sustained efforts and setting goals were crucial for driving organisational development.

Receiving trophies improves service delivery and job performance. Rewarded employees are more likely to deliver excellent customer service and achieve high performance levels. Customer satisfaction is paramount, recognition programmes can directly impact service quality and organisational performance. Studies such as the one of (Hussein, 2019) on service quality in organisations of Tanzania emphasized the role of employee job performance in delivering superior service. Giving trophies to employees who demonstrated exceptional performance, organisations cultivated a customer-centric culture while simultaneously motivating staff to strive for excellence.

Appreciation methods of recognition, According to (White, 2021), utilizing qualitative data analysis in analyzing preferences for workplace appreciation considering remote work, COVID-19 impact, and age groups, found that, preferred appreciation were consistent across different contexts and age groups, reflecting intrinsic preferences over external influences, also expressing verbal appreciation led to enhanced performance, as it fostered employee engagement and increased workplace efficiency.

In USA, Kranabetter and Niessen, (2019), who employed a descriptive data analysis to investigate how managerial appreciation affected employees' depressive symptoms over a year. This demonstrated that, verbal recognition correlated with improved employee performance, particularly in environments where individuals experienced positive social connections. Their research suggested that, the effectiveness of verbal acknowledgment in boosting performance depended on the satisfaction of employees' social needs within the organisational setting. Therefore, organisations were advised not only to prioritize verbal recognition but also to ensure the fulfillment of social relationships and employees' needs to maximize the positive impact of acknowledgment on performance.

A letter of recognition boosts a sense of appreciation among employees. According to (Rafiey et al, 2020) who conducted a study to examine how human resource strategies shaped organisational norms, utilizing descriptive data analysis and found that, acknowledging employees significantly influenced their normative commitments. This showed the value of integrating recognition into congratulatory correspondence with employees to enhance their allegiance to the organisation. The research provided the significance for companies to recognize and value the efforts of their employees, which aptly was communicated through personalized and genuine congratulatory letters.

2.5 Research Gaps

Although there was a significant body of literature discussing the impact of recognition programmes on employee job performance across different

organisational bodies, there was a noticeable gap in research focusing specifically on the impact within government-owned organisations particularly in Tanzania. While studies conducted in the other regulatory bodies for example the study of (Hokororo, 2020) on employee job performance conducted in Rombo district council differ from National social security fund may offer some insights, the distinct organizational structure and cultural norms may require customized approaches to the design and implementation of recognition programs. Thus, this study addressed this gap by assessing the impact of recognition programmes on employee's job performance in Tanzania organizations, particularly the National Social Security Fund in Dar es Salaam. The study conducted a comprehensive review of existing research on recognition programmes and employee's job performance. It analyzed the findings, identified themes, and explored the impact of recognition programmes on various aspects such as job performance, morale, and organisational productivity. Additionally, it drew insights to address specific challenges within the National Social Security Fund in Dar es Salaam, Tanzania, aiming to enhance employee's performance and satisfaction.

2.6 Conceptual Framework

The conceptual framework serves as a significant tool in research, enabling the researcher to comprehend and convey the investigated situation effectively. In this study, independent variables such as long service awards, performance-based bonus and tangible rewards were explored on effect to the dependent variable, employee's job performance. The framework illustrated how recognition programmes impacted employee's job performance. Ultimately, the study demonstrated how improving job

performance through recognition programmes contributed to various organisational benefits, including productivity and smoother operations.

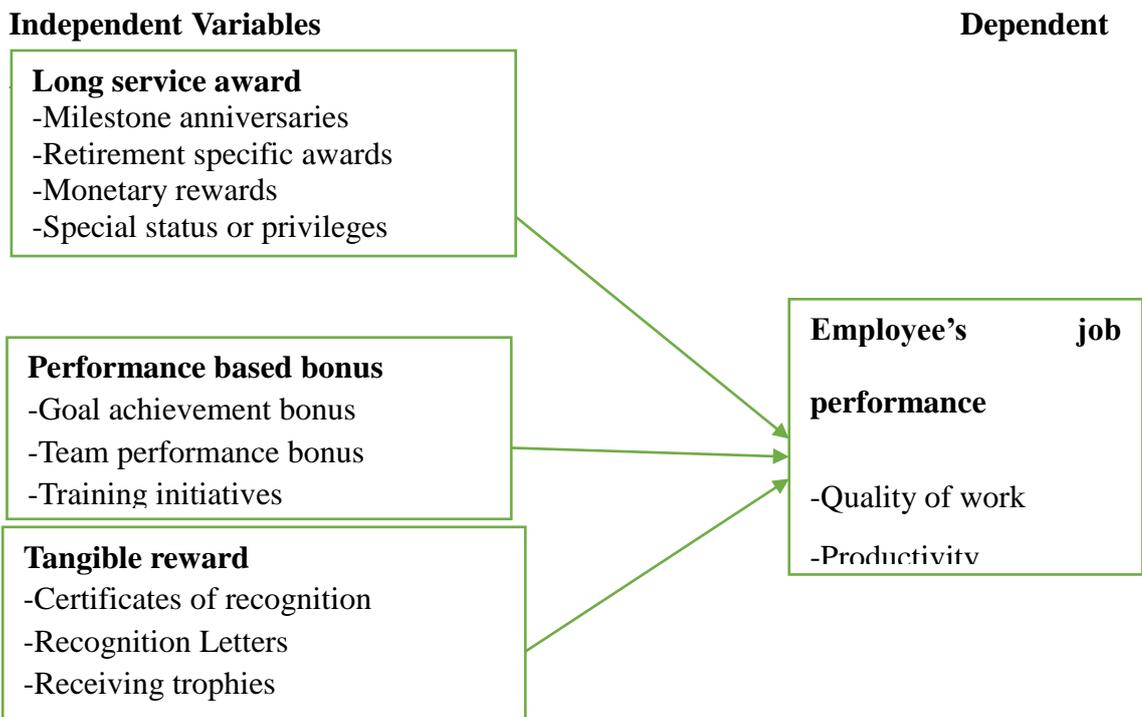


Figure 2.1: Conceptual framework

Source: Compiled from literature review (2024)

2.7 Research Hypotheses

This study was guided by the null hypotheses as follows:

1. **H₀₁:** There is no any statistically positive effect of long service award on employee's job performance in the Dar es Salaam National Social Security Fund.
2. **H₀₂:** There is no any statistically and positive relationship between performance-based bonus and employee's job performance in the Dar es Salaam National Social Security Fund.

3. **H₀₃**: There is no any positive effect between tangible rewards and employee's job performance in the Dar es Salaam National Social Security Fund.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Overview

This section outlines the research strategies, philosophy, and methodology for the study. It details the target population, sample size, sampling techniques, scope of the study, variables, and measurement procedures. Additionally, it describes how data was collected and introduces the analysis methods and techniques employed to derive study outcomes.

3.1. Research philosophy

Research philosophy encompasses the fundamental beliefs shaping a research project. For this study, a positivist philosophy was employed, aiming to establish causal relationships and predict phenomena. Positivists believe in an objective reality, measured without bias using standardized instruments. This philosophy aligns with quantitative studies and objective observation of reality.

3.2 Research design

This study used an explanatory research design. According to Dawadi et al., (2021), an explanatory study sets out to explain and accounts for the descriptive information which looks for causes and reasons, and provides evidence to support or refute an explanation or prediction; it also discovers and reports some relationships among different aspects of the phenomenon under study. It was also relevant to the philosophy used in this study because it enabled the researcher to report some relationships between or among variables of the phenomenon under study. This

design was opted for because it provided a real-life situation and enabled explanation of the lived respondents' experiences and perceptions in relation to impact of recognition programmes on employee's job performance in Tanzania's organisations.

3.3 Research Approach

This study employed a deductive research approach, which involves developing a hypothesis or hypotheses based on existing theory and then creating a research strategy to test these hypotheses (Fife & Gossner, 2024). As defined by Fife and Gossner, (2024), deduction refers to reasoning from specific instances to broader generalizations. A deductive design seeks to verify whether the identified relationships or connections hold true in more general contexts (Szabó, Soós, & Schiller, 2023). This approach was chosen because it aligns with the positivist research paradigm and allows the researcher to analyze the relationships between study variables using numerical data (Maksimović & Evtimov, 2023).

3.4. Area of the Study

The study was conducted at the National Social Security Fund in Dar es Salaam, chosen for its large employee base across six branches and its significant role of national economic stability impact through social security services and its investment projects. Despite its importance, it faced job performance challenges as the Controller Auditor General report (2023) highlighted fund's investments in loss-making high-rise buildings with low occupancy rates, this made it a critical area for studying employee's job performance and organisational reforms.

3.5. Targeted Population

The targeted population of this study was employees working at the National Social Security Fund in Dar es Salaam. According to the personal communication with the Human Resource Manager at National Social Security Fund (2024), there were a total of 243 employees across the Ilala, Temeke, and Kigamboni branches in Dar es Salaam. These branches formed the targeted population for investigating the impact of recognition programmes on employee's job performance as they were expected to provide comprehensive data for the study as depicted in Table 3.1.

Table 3.1. Study population

| Office | Principal Officers | staff | Senior Officers | staff | Staff Officers | Total |
|------------------|--------------------|-------|-----------------|-------|----------------|-------|
| Temeke office | 23 | | 40 | | 54 | 117 |
| Ilala office | 17 | | 32 | | 42 | 91 |
| Kigamboni office | 9 | | 11 | | 15 | 35 |
| Total | 49 | | 83 | | 111 | 243 |

Source: Researcher (2024)

3.6 Sample Size

The study used a sample size of 150 respondents. Utilizing the Raosoft sample size calculator, the sample size was calculated based on an estimated population size of 243 staff members, with a confidence level of 95%. The calculation assumed a 50% estimated response distribution and a margin of error of 5% (Refer to Appendix 4).

3.7 Sampling procedure

Probability sampling procedures were employed in this study, with the adoption of a simple random sampling technique. In simple random sampling, the researcher had

the autonomy to select individuals as outlined by Saunders, Lewis, and Thornhill (2019).

3.8 Variables and Measurement Procedures

Table 3.2: Variable measurements

| Variable Type | Variable | Indicator | Measurement Scale |
|---------------|--|---|-------------------|
| Independent | Performance based bonus, tangible reward, long service award | Goal achievement bonus, Milestone anniversaries, Certificates | Likert scale |
| Dependent | Employee job performance | Quality of work, productivity | Likert scale |

Source: Reviewed literatures (2024)

The study examined the impact of recognition programmes on employee's job performance. To do so, the study measured several key variables related to recognition programmes on employee's job performance, and relevant demographic or organisational factors. For independent variables and dependent variable were measured by asking participants to indicate their rate using a Likert scale ranging 1 to 5 from low to high level. This rating scale consisted of five options (1=strongly disagree, 2=disagree, 3=undecided, 4=agree, and 5=strongly agree).

3.9 Data Collection Methods

The study employed primary data collection methods. The instruments that were used to collect data from Nssf in Dar es salaam staff were structured questionnaires to get original data to assist to the knowledge together with document reviews. According to Creswell and Creswell (2018), the questionnaires gather data focusing on the study objectives and variables, aiming to align with the research goals.

3.10 Reliability

The study utilized internal consistency reliability to assess the reliability of items within the questionnaire. The reliability test was conducted using the scale test for reliability analysis Cronbach's Alpha to obtain a reliability coefficient. To ensure the reliability of quantitative research instruments, a pilot study was conducted involving 25 employees at Nssf, who were not included in the actual study. A reliability coefficient within the range of 0.7 to 0.9 is considered acceptable (Coleman, 2021).

3.11 Validity

In order to ensure quality, the study instruments were refined based on feedback received from the study experts as well as from the researchers' supervisors and fellow students. Expert opinions were utilised to make any necessary corrections to the instruments, ensuring their validity. The aim was to refine the instruments to focus on capturing the required information from respondents that addressed the research questions.

3.12 Data Analysis Method

The quantitative data collected from the questionnaire were subjected to descriptive statistical analysis technique, including measures such as frequency, percentage, mean scores, standard deviations and multiple linear regression analysis. To systematically organize the pertinent information in line with the research questions, the data were coded using numerical identifiers, facilitated by the Statistical Package for Social Sciences (SPSS) software (Taherdoost, 2021). This approach offered the

investigation of mean differences through analysis of variance. The results were presented in tabular form.

3.13 Data Cleaning Process

Data cleaning involves identifying and rectifying inaccurate or noisy data within a dataset, either by correcting them or eliminating them altogether (Kiran *et al.*, 2022). Data cleaning is a crucial phase in ensuring dataset accuracy, consistency, and reliability. Steps included identifying and addressing missing data, outliers, and inconsistencies. Missing data were handled through imputation for random cases and exclusion for non-random cases. Outliers were identified and evaluated with genuine extreme values potentially retained. Validation checks and variable transformations were ensured, data consistency and analysis assumptions. Detailed documentation was maintained for transparency and reproducibility. The process was iterative for ongoing data quality assurance.

3.14 Ethical Considerations

As per Creswell and Creswell (2018), researchers are advised to take into account ethical considerations throughout the research writing process. When conducting studies involving human or animal subjects, it is imperative for researchers to carefully contemplate the ethical implications of their research practices like consents and ensure compliance with ethical standards. The study followed ethical guidelines and obtained necessary permissions from the Open University of Tanzania and the National Social Security Fund before collecting data. Researcher voluntarily conducted participation to respondents in order to get accurate data willingly through

informing the research target hence having knowledge towards their responses. Participants' confidentiality was ensured all data were used solely for research purposes. The researcher reported the findings of the study objectively and honestly.

CHAPTER FOUR

ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Overview

This chapter presents analyses and discusses the findings of the study with respect to the data collected. Data analysis is aimed at answering the specific objectives of the study and help to establish the statistical relationship between or among the variables of the study. The analysis in this study used both descriptive statistics (frequencies, percentages, mean scores and standard deviations) and multiple linear regression analysis. The discussion of the findings bases on the main objective of this study which was to assess the impact of recognition programmes on employee's job performance in Tanzania's organisations. Specifically, the study examined the effect of long-service award, of performance-based bonus and of tangible rewards on employee's job performance in the Dar es Salaam National Social Security Fund.

4.2 Response Rate

In this study, questionnaires were distributed to 150 respondents. Only 148 questionnaires were completed and returned. The response rate was 98.7% capable for the statistical analysis. According to Akram, Cerin, Lamb, and White (2023), the response rate of more than 70% is considered an excellent one. Therefore, the response rate of 98.7% was considered excellent to provide information for analysis capable of developing conclusions for this study.

4.3 Demographic Descriptive Statistics Results

This part presents the general demographic characteristics of the respondents who were involved in the study. Their characteristics were important to be assessed

because they consider essential features in relation to the impact of recognition programmes on employee's job performance at National Social Security Fund in Dar es Salaam. The analysis of descriptive statistics was applied to compute frequencies and percentages for the characteristics of the respondents. The characteristics of the respondents which were determined and analysed in this study included: age, gender, levels of education and working experience.

From Table 4.1 below, the analysis showed that, the age of majority of the respondents under this study were within 46 years and above with 33.1% followed by those within 36-45 years with 27.0%. Those within 26-35 years were 23.6%. Those ranging within 18-25 years were 16.2%. This implied that, the majority of the respondents had ages between 18 to 45 years and so were grown-ups to provide information pertaining to the study. Gender wise, the majority were males 66.9% while females were 33.1% indicating that, female employees were less than male employees.

The researcher also was interested to find out the levels of education of the respondents involved in the study. The education levels identified involve certificate, diploma, Undergraduate and Postgraduate. The analysis showed that, 49.3% were diploma holders and Undergraduates were 27.0%. Certificate holders were 18.2% followed by the Master degree holder were 5.4%. It is implied, the majority of the participants were diploma and undergraduate with a maximum education capable of availing the required information in regard to this study.

Additionally, the study aimed at determining the respondents' working experience. The analysis established that, majority of respondents had working experience within 21 years and with 48.6% followed by those within 11-20 years with 35.1%. Those who had a working experience within 1-10 years were 16.2%. It is implied that, the majority of the participants had a higher working experience from 11 years and above capable of giving information on the effect of long-service award, of performance-based bonus and of tangible rewards on employee's job performance in the Dar es Salaam National Social Security Fund.

Table 4.1: Demographic results

| S/N | | Frequency | % |
|-----|--------------------|-----------|-------|
| 1. | Age | | |
| | 18-25 years | 24 | 16.2 |
| | 26-35 years | 35 | 23.6 |
| | 36-45 years | 40 | 27.0 |
| | 46 years and above | 49 | 33.1 |
| | Total | 148 | 100.0 |
| 2. | Gender | | |
| | Female | 49 | 33.1 |
| | Male | 99 | 66.9 |
| | Total | 148 | 100.0 |
| 3. | Education levels | | |
| | Certificate | 27 | 18.2 |
| | Diploma | 73 | 49.3 |
| | Undergraduate | 40 | 27.0 |
| | Postgraduate | 8 | 5.4 |
| | Total | 152 | 100.0 |
| 4. | Working Experience | | |
| | 1-10 years | 24 | 16.2 |
| | 11-20 years | 52 | 35.1 |
| | 21 years and above | 72 | 48.6 |

Source: Field data (2024)

4.4 Detailed Data Analysis

This study aimed to evaluate the effects of recognition programs on employee job

performance within organizations in Tanzania. To achieve this objective, various questions in the survey were measured using a 1-5 Likert scale, ranging from strongly disagree to strongly agree, to capture respondents' feedback. Descriptive statistics were conducted on items related to three independent variables and one dependent variable, aligned with the specific objectives of the study. The variables examined included long-service awards, performance-based bonuses, and tangible rewards, focusing on their impact on employee's job performance in Dar es salaam National Social Security Fund. Data presentation was based on mean scores and standard deviations, with the interpretation scale as follows: 1.00–1.79 for strongly disagree, 1.80–2.59 for disagree, 2.60–3.39 for undecided, 3.40–4.19 for agree, and 4.20–5.00 for strongly agree.

4.5 Determination of Cronbach's Alpha for Variables

This study had three independent variables and one dependent variable. They were all tested for internal consistencies using Cronbach's Alpha before they were administered to the participants. Table 4.2 shows the results of the scale test aimed at assessing the reliability of the multi-item scales for internal consistencies using Cronbach's Alpha. The Cronbach's Alpha for the long-service award with 5 items was .946 and it was found to be very good and acceptable. The Cronbach's Alpha for the performance-based bonus with 5 items was .974 and it was found to be very good and acceptable. The Cronbach's Alpha for the tangible rewards with 4 items was .961 and it was found to be very good and acceptable. Lastly, the Cronbach's Alpha employee's job performance at the Dar es Salaam National Social Security Fund with 4 indicators was .902 which was also very good and acceptable.

Table 4.2: Individual item reliability scale results

| S/N | Variable | Cronbach's Alpha | Cronbach's Alpha based on standardised items | No. of items | Strength of association |
|-----|----------|------------------|--|--------------|--------------------------|
| 1. | LSA | .946 | .951 | 5 | Very good and acceptable |
| 2. | PBB | .974 | .975 | 5 | Very good and acceptable |
| 3. | TR | .961 | .962 | 4 | Very good and acceptable |
| 4. | EJPI | .902 | .905 | 4 | Very good and acceptable |

LSA= Long-service award, PBB= Performance-based bonus, TR= Tangible rewards, EJPI= Employee's job performance indicators at the Dar es Salaam NSSF

Source: Data analysis (2024)

4.5.1 Descriptive statistics for the effect of long-service award on employee's job performance

The first specific objective of the study examined the effect of long-service award on employee's job performance at National Social Security in Dar es salaam. Data analysis was presented using descriptive statistics in terms of mean scores and standard deviations. Table 4.3 shows the computation of the descriptive statistics on the examine the effect of long service award on employee's job performance. The findings showed that, respondents agreed that, the long-service award boosts morale of an employee (Mean=4.11, Std. dev=1.155), enhances employee engagement (Mean=3.96, Std. dev=1.183) and organisation's continuity (Mean=3.77, Std. dev=1.229). Furthermore, long-service award enhances employee loyalty to the organisation (Mean=3.74, Std. dev=1.264) and employee commitment (Mean=3.70, Std. dev=1.157).

Table 4.3: Descriptive statistics for the long-service award

| Responses | N | Mean | Std. Deviation |
|--|-----|------|----------------|
| Long-service award boosts morale of an employee | 148 | 4.11 | 1.155 |
| Long-service award enhances employee engagement | 148 | 3.96 | 1.183 |
| Long-service award enhances organisation's continuity | 148 | 3.77 | 1.229 |
| Long-service award enhances employee loyalty to the organisation | 148 | 3.74 | 1.264 |
| Long-service award enhances employee commitment | 148 | 3.70 | 1.157 |
| Valid N (listwise) | 148 | | |

Source: Field data (2024)

4.5.2 Descriptive statistics for the effect of performance-based bonus on employee's job performance

The second specific objective of the study examined the effect of performance-based bonus on employee's job performance in the Dar es Salaam National Social Security Fund. Data were analysed through the mean scores and standard deviations. Table 4.4 shows the computation of descriptive statistics on the effect of performance-based bonus on employee's job performance. The results in demonstrated that, respondents strongly agreed that, performance-based bonus enhances employee's productivity (Mean=3.80, Std. dev=1.240), employee efficiency (Mean=3.74, Std. dev=1.278) and employee retention (Mean=3.74, Std. dev=1.169). Additionally, respondents agreed that, performance-based bonus enhances effectiveness of an employee (Mean=3.74, Std. dev=1.197) and employee transparency (Mean=3.68, Std. dev=1.321).

Table 4.4: Descriptive statistics for the performance-based bonus

| Responses | N | Mean | Std. Deviation |
|---|-----|------|----------------|
| Performance-based bonus enhances employee's productivity | 148 | 3.80 | 1.240 |
| Performance-based bonus enhances employee efficiency | 148 | 3.74 | 1.278 |
| Performance-based bonus enhances employee retention | 148 | 3.74 | 1.169 |
| Performance-based bonus enhances effectiveness of an employee | 148 | 3.74 | 1.197 |
| Performance-based bonus enhances employee transparency | 148 | 3.68 | 1.321 |
| Valid N (listwise) | 148 | | |

Source: Field data (2024)

4.5.3 Descriptive statistics for the effect of tangible rewards on employee's job performance

The third specific objective of the study examined the effect of tangible rewards on employee's job performance in the Dar es Salaam National Social Security Fund. Data analysis was presented using descriptive statistics in terms of mean scores and standard deviations. Table 4.5 shows the computation of descriptive statistics on the effect of tangible rewards on employee's job performance. The results established that, the respondents agreed that, tangible rewards enhance employee working morale (Mean=3.68, Std. dev=1.267) and influence employee engagement (Mean=3.65, Std. dev=1.303). Furthermore, tangible rewards influence employees' teamwork (Mean=3.58, Std. dev=1.240) and improve customer service delivery (Mean=3.58, Std. dev=1.345).

Table 4.5: Descriptive statistics for the tangible rewards

| Responses | N | Mean | Std. Deviation |
|--|-----|------|----------------|
| Tangible rewards enhance employee working morale | 148 | 3.68 | 1.267 |
| Tangible rewards influence employee engagement | 148 | 3.65 | 1.303 |
| Tangible rewards influence employees' teamwork | 148 | 3.58 | 1.240 |
| Tangible rewards improve customer service delivery | 148 | 3.58 | 1.345 |
| Valid N (listwise) | 148 | | |

Source: Field data (2024)

4.5.4 Descriptive statistics for the employee's job performance indicators

The study assessed the employee's job performance indicators at the Dar es Salaam National Social Security Fund. Data were analysed and descriptively presented by the mean scores and standard deviations. Table 4.6 shows the computation of the descriptive statistics in regard to employee's job performance. The findings indicated that, respondents agreed that, employee' job performance at the Dar es Salaam National Social Security Fund is indicated through improved employee working morale (Mean=3.72, Std. dev=1.239) and enhancement of team work (Mean=3.69, Std. dev=1.461). Additionally, employee' job performance at the Dar es Salaam National Social Security Fund is indicated through improved organisation's stability (Mean=3.62, Std. dev=1.342) as well as increased transparency (Mean=3.59, Std. dev=1.293).

Table 4.6: Descriptive statistics for the employee's job performance indicators

| Responses | N | Mean | Std. Deviation |
|-----------------------------------|-----|------|----------------|
| Improved employee working morale | 148 | 3.72 | 1.239 |
| Enhanced team work | 148 | 3.69 | 1.461 |
| Improved organisation's stability | 148 | 3.62 | 1.342 |
| Increased transparency | 148 | 3.59 | 1.293 |
| Valid N (listwise) | 148 | | |

Source: Field data (2024)

4.6 Transformation of Variables

After the computation of internal consistencies of the variables, the same were transformed by grouping them. The grouping process meant that, all measurements which did not load adequately into their assumed constructs had to be removed. The grouping process was performed by using an SPSS computer programme version 28.0. The grouping process was computed by adding up the mean scores of each variable in each case. This helped to get a construct representative score which was involved in the inferential statistics. The inferential statistics helped to test for the statistical relationship between or among variables. Both independent and dependent variables were given codes for easy transformations. The code for long service award variable with 5 items was coded as LSA 500, the code for performance-based bonus with 5 items was PBB 500 and tangible rewards with 4 items was coded as TR 400 while the code for the employee's job performance in the Dar es Salaam National Social Security Fund with 4 indicators was EJPI 400. The entire coding and transformation process is demonstrated.

4.7 Inferential Statistics

Inferential statistics were employed to draw conclusions that went beyond the descriptive findings. The main aim of this study was to examine the effect of recognition programs on employee job performance within Tanzania organizations. Three independent variables-long-service awards, performance-based bonuses, and tangible rewards-along with the dependent variable, employee job performance, were measured using 1 to 5-point of Likert scale. Each independent variable consisted of various sub-variables. Multiple linear regression analysis was used to assess the statistical relationship between these predictors and the dependent variable. Given the presence of three independent variables with multiple components, the analysis was conducted to test the research hypotheses and address the specific objectives of the study.

4.8 Assumptions of Multiple Linear Regression Analysis

In this study, the multiple linear regression analysis was carried out to determine the statistical relationships between the independent variable (predictors) which were long-service award, performance-based bonus and tangible rewards and the dependent variable (employee's job performance). However, before running the multiple linear regression model, it was important to test for the sensitive and fundamental assumptions pertaining to the model.

4.8.1 Linearity

The study also tested and checked for errors for linearity by the use of scatter plot diagram. The results in Figure 4.1 showed that, the scatter diagram is linear (upward

sloping from left to right) and errors are normally distributed (United States Pharmacopeia, 2023b). This means that, the findings are correct and the coefficient significances are appropriately corrected and determined (United States Pharmacopeia, 2023c). Furthermore, the mean error of the regression model is zero meaning that, the line obtained is not biased (United States Pharmacopeia, 2023a); the variance of errors is positive and constant meaning that, variables are positively correlated (Saha & Wang, 2019). From the scatter diagram, errors were normally distributed to support the findings of the model.

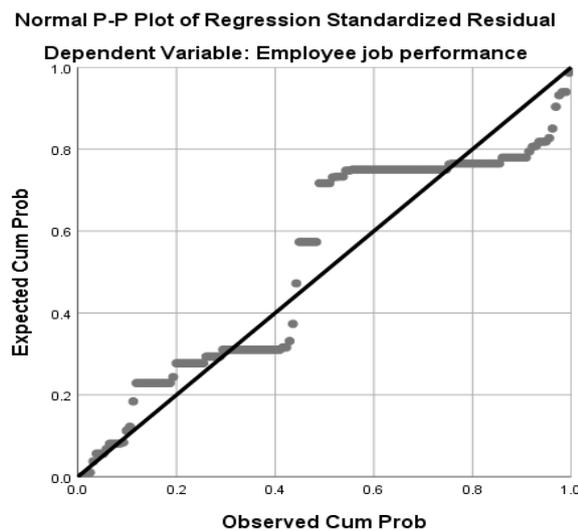


Figure 4.1: Scatter plot showing the assumptions for linearity checking and testing

Source: Data analysis (2024)

4.8.2 Multicollinearity

This study performed the multicollinearity test aiming at testing the level of the Tolerance of independent variables. According to Jarantow, Pisors, and Chiu (2023), multicollinearity is tested by using Variance Inflation Factor (VIF) and Tolerance

values. The Variance Inflation Factor (VIF) and Tolerance were utilised in this study to test for multicollinearity effect among the variables. The assumption is that, independent variables should not be independent of each other in order multicollinearity assumptions to be met. The acceptable range of the VIF must be equal or less than 10 (\leq or <10) while for tolerance measure the values must be greater than 0.1 (>0.1). This would mean that, multicollinearity is not violated (Jarantow *et al.*, (2023)). The output findings in Table 4.7 depicted it clearly that, long-service award, had the Tolerance values of 0.101 and the VIF of 9.912. For the performance-based bonus, the Tolerance value was 0.319 with the VIF of 5.533. While the tangible rewards had the Tolerance value of 0.671 with the VIF of 4.887. In all the three independent variables, the output findings indicated that, the Tolerance values were above 0.1 (>0.1) and the VIF values were below than 10 (<10). This means that, there was no multicollinearity problem among the variables and, therefore, it is safe to assume that, this assumption was also met.

Table 4.7: Multicollinearity

| Model | Collinearity Statistics | |
|-------------------------|-------------------------|-------|
| | Tolerance | VIF |
| 1 Long-service award | .101 | 9.912 |
| Performance-based bonus | .319 | 5.533 |
| Tangible rewards | .671 | 4.887 |

a. Dependent Variable: Employee's job performance at the Dar es Salaam NSSF

Source: Data analysis (2024)

4.8.3 Normality of residuals

In this study, normality of residuals was tested by using P-P plots. According to

Jarantow *et al.*, 2023), residuals must be normally distributed and if not, the findings might be incorrect. In order to show the normal distribution of the residues, the plot show a fairly diagonal straight line running from left to right (Sondag, Zeng, Yu, Yang, & Novick, 2020). In this study, P-P plots show a normal distribution of residues since the plot shows a fairly diagonal straight line running from left to right and the model is accepted in predicting the results as indicated in Figure 4.2.



Figure 4.2: Scatter plot showing a normal distribution of residuals

Source: Data analysis (2024)

4.9 Multiple Regression Analysis

Under this study, the multiple linear regression analysis was computed in order to establish the statistical relationship of each predictor (independent variable) on dependent variable. The analysis was meant to show a physical way in which the independent variable X affected variable Y.

4.9.1 Model summary

Table 4.8 presents the model summary showing the statistical relationship between independent and dependent variables. The output findings indicate that, the R value was 0.952 equivalent to 95.2%. This implies that, there was a strong statistical relationship between the studied variables. Additionally, the output showed that, the R square was 0.905 explaining that, the three independent variables explained a high 90.5% of the variation in the employee's job performance at the Dar es Salaam National Social Security Fund. The unexplained 9.5% variance is a result of other variables not in the model. The adjusted R square was 0.903 equivalent to 90.3%. This implies that, the change in the employee's job performance at the Dar es Salaam National Social Security Fund was influenced by the change in long-service award, performance-based bonus and tangible rewards.

Table 4.8: Model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .952 ^a | .905 | .903 | .365 | .905 | 459.526 | 3 | 144 | .000 |

a. Predictors: (Constant), Tangible rewards, Long-service award, Performance-based bonus

b. Dependent Variable: Employee job performance

Source: Data analysis (2024)

4.9.2 Analysis of variance (ANOVA)

The results presented in Table 4.9 show that the model had a significance level below 5% ($p < 0.05$), with 3 numerator degrees of freedom (df) and 144 denominator df, and

the F-value was calculated as 459.526. As the p-value is under 0.05, it indicates that the regression model is statistically significant in predicting the IMPACT of recognition programs on employee job performance in Tanzania organizations, specifically at the Dar es Salaam National Social Security Fund (NSSF).

Table 4.9: Analysis of variance

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 183.621 | 3 | 61.207 | 459.526 | .000 ^b |
| | Residual | 19.180 | 144 | .133 | | |
| | Total | 202.801 | 147 | | | |

a. Dependent Variable: Employee's job performance at the Dar es Salaam NSSF

b. Predictors: (Constant), Tangible rewards, Long-service award, Performance-based bonus

Source: Data analysis (2024)

4.9.3 Regression coefficients

The study aimed at comparing the contribution of each independent variable to the dependent variable. In determining the level of the influence of the independent variables over the dependent variable, the multiple linear regression model was used as shown in the following formula: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$.

This means that, $Y = 0.453 + -0.080X_1 + -0.084X_2 + 1.104X_3$. The findings from the output in Table 4.10 reveals that, long-service award had the regression coefficient (beta) of negative 0.080 and p-value of 0.323. This implies that, long-service award had a statistically negative and insignificant effect on the employee's job

performance at the Dar es Salaam National Social Security Fund ($X_1 = -0.080$, $p=0.323>0.05$). Furthermore, these findings indicated that, a change in one unit in the long-service award results in 0.080 decrease in the employee's job performance at the Dar es Salaam National Social Security Fund if other factors are held constant. The performance-based bonus had the regression coefficient (beta) of negative 0.084 equivalent with p-value of 0.516. This implies that, performance-based bonus had a statistically negative and insignificant relationship with the employee's job performance at the Dar es Salaam National Social Security Fund ($X_2 = -0.084$, $p=0.516>0.05$). It further signifies that, as performance-based bonus decreases by one unit and the other independent variables remain constant, employee's job performance at the Dar es Salaam National Social Security Fund also decreases by 0.084 units. Furthermore, the findings on the tangible rewards showed the regression coefficient (beta) of positive 1.104 and the p-value of 0.000. The implication of this finding is that, the tangible rewards have a statistically positive and significant effect on the employee's job performance at the Dar es Salaam National Social Security Fund ($X_3 = 1.104$, $p=0.000<0.05$). These findings also signifies that, if other factors remain constant, a unit change in the tangible rewards would result to an increase of 1.104 units on the employee's job performance at the Dar es Salaam National Social Security Fund.

Table 4.10: Regression coefficients

| Model | Unstandardised Coefficients | | Standardised Coefficients | | |
|-------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | t | Sig. |
| 1 (Constant) | .453 | .114 | | 3.971 | .000 |
| Long-service award | -.087 | .088 | -.080 | -.992 | .323 |
| Performance-based bonus | -.084 | .129 | -.084 | -.651 | .516 |
| Tangible rewards | 1.063 | .095 | 1.104 | 11.167 | .000 |

a. Dependent Variable: Employee's job performance at the Dar es Salaam NSSF

Source: Data analysis (2024)

4.10 Summary of Hypotheses Testing

The aim of the study was to assess the impact of recognition programmes on employee's job performance in Tanzania's organisations by observing the National Social Security Fund at Dar es Salaam. In order to achieve the general objective of the study, three hypotheses were formulated which either could be accepted or rejected. Additionally, the statistical tests were determined to assess the validity of the specific objectives of the study. The results in Table 4.11 indicated that, one hypothesis was rejected and two others were accepted. The regression model shows that, long-service award had a statistically negative and insignificant effect on the employee's job performance at the Dar es Salaam National Social Security Fund (Beta = -0.080, $p=0.323>0.05$). This null hypothesis was accepted. The performance-based bonus had a statistically negative and insignificant relationship with the employee's job performance at the Dar es Salaam National Social Security Fund (Beta = -0.084, $p=0.516>0.05$). Again, this null hypothesis was accepted. The

tangible rewards have a statistically positive and significant effect on the employee's job performance at the Dar es Salaam National Social Security Fund (Beta = 1.104, $p=0.000<0.05$). This null hypothesis was rejected.

Table 4.12: Summary of hypotheses testing

| Hypothesis | Model | Coefficient P-value | Conclusion |
|---|---------------------------|---------------------|--------------------------|
| 1. H₀₁ : There is no any statistically positive and significant effect of long service award on employee's job performance in the Dar es Salaam National Social Security Fund. | Multiple regression model | $p=0.323>0.05$ | Accepted H ₀₁ |
| 2. H₀₂ : There is no any statistical and positive relationship between performance-based bonus and employee's job performance in the Dar es Salaam National Social Security Fund. | Multiple regression model | $p=0.516>0.05$ | Accepted H ₀₂ |
| 3. H₀₃ : There is no any positive and significant effect between tangible rewards and employee's job performance in the Dar es Salaam National Social Security Fund. | Multiple regression model | $p=0.000<0.05$ | Rejected H ₀₃ |

Source: Data analysis (2024)

4.11 Discussions of the Findings

In line with the study objectives, the discussion focuses on interpreting the findings derived from data analysis. The results were compared and contrasted with current and previous research. The contribution of each finding was highlighted, providing a deeper understanding of how recognition programs impact employee job performance in Tanzania organizations

4.11.1 Long-service award on employee's job performance

This study explored the impact of long-service awards on employee job performance at the Dar es Salaam National Social Security Fund (NSSF). The multiple linear regression analysis revealed a statistically negative and insignificant relationship between long-service awards and job performance at the NSSF. This finding aligns with the research by Ewool et al. (2023), which indicated that long-service awards can lower employee engagement levels. However, it contradicts the work of Ramya (2023), who found that long-service recognition positively affects employee performance, and Orajaka (2021), who stated that long-service awards contribute to employee retention by promoting loyalty and attachment to the organization. The discrepancy between these studies and the current findings are simply due to some employees feeling undervalued or unappreciated for their long-term service, leading to a negative association with tenure.

4.11.2 Performance-based bonus on employee's job performance

This study examined the effect of performance-based bonus on employee's job performance in the Dar es Salaam National Social Security Fund. The results from the multiple linear regression analysis established that, there was a statistically negative and insignificant effect between the performance-based bonus and employee's job performance in the Dar es Salaam National Social Security Fund. This observation is contrary to that of Agba *et al.*, (2021) who posited that, there was a significant and positive effect of performance-based bonuses on employee productivity, effectiveness and efficiency. The results continued to demonstrate that, performance-based bonus enhanced employee's productivity, efficiency, retention

and transparency among employees. These findings also agree with those of Okwonko *et al.*, (2023), and Sija (2022) who also observed that, individual performance-based bonuses had a notable and beneficial impact on the level of employee commitment and created a sense of fairness and transparency. The reasons behind that these findings differed with the findings of the current study are that, performance-based bonuses among employees might be provided basing on seniority or favouritism hence demotivating them.

4.11.3 Tangible rewards on employee's job performance

This study examined the effect of tangible rewards on employee's job performance in the Dar es Salaam National Social Security Fund. The results of the multiple linear regression analysis indicated that, there was a statistically positive and significant relationship between tangible rewards on employee's job performance in the Dar es Salaam National Social Security Fund. This finding correlates with that of Kranabetter and Niessen (2019) who demonstrated that, tangible rewards significantly and positively influenced employee's job performance. Additionally, the findings indicated that, tangible rewards enhanced employee working morale, influenced employee engagement, teamwork and improved customer service delivery. These findings are supported by Rafiey *et al.*, (2020) who informed that, tangible rewards fostered employee engagement and customer service delivery.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter outlines the summary, conclusions, and recommendations drawn from the key findings of the study, based on the specific objectives.

5.2 Summary of the Key Findings

5.2.1 Long-service award on employee's job performance

The results indicated that long-service awards had a statistically negative and insignificant effect on employee job performance at the Dar es Salaam National Social Security Fund. However, despite this, long-service awards contributed to boosting employee morale, increasing engagement, and promoting organisational continuity. Additionally, it enhanced employee loyalty and commitment to the organisation.

5.2.2 Performance-based bonus and employee's job performance

The findings indicated that, the performance-based bonus had a statistically negative and insignificant effect on employee's job performance in the Dar es Salaam National Social Security Funds. However, performance-based bonus enhanced employee's productivity, efficiency, employee retention and transparency among employees.

The findings established that, tangible rewards had a statistically and positive effect on employee's job performance in the Dar es Salaam National Social Security Fund.

That is why they enhanced employee working morale, influenced employee engagement, teamwork and improved customer service delivery

5.3 Implications of the Study

This study presents several important implications:

5.3.1 Implications to the existing body of knowledge

The study helps to fill the research gap regarding the impact of recognition programmes on employee job performance within organizations in Tanzania, specifically in Nssf in Dar es salaam. It contributes to the existing knowledge and can guide future researchers to conduct similar studies in other organisations, allowing for comparisons and contrasts.

5.3.2 Implications to the human resource and management offices of the public organisations

The study's findings offer valuable insights for human resource and management offices in public organizations, emphasizing the effective use of tangible reward recognition programs to boost employee job performance, as they demonstrated a statistically significant positive impact. Moreover, tangible rewards were found to improve employee morale, promote engagement and teamwork, and enhance the delivery of customer services.

5.4 Conclusions

This section provides conclusions of the study. Based on the findings and discussions, this study concludes that: Long-service award and performance-based bonus had a statistically negative and insignificant effect on employee's job performance in the Dar es Salaam National Social Security Fund while tangible rewards had a statistically and positive effect on employee's job performance in the Dar es Salaam National Social Security Fund.

5.5 Recommendations

Based on the findings of the study, analysis, discussions and conclusions, the following recommendations are made. It is recommended that, s tangible rewards should be enhanced because they enhance employee working morale, influence employee engagement, teamwork and improved customer service delivery.

5.6 Limitations of the Study

The researcher faced several limitations in gathering information. These were as follows:

5.6.1 Limitation to the sample size

This study would have used all the targeted population of 243 employees at the National Social Security Fund at Dar es Salaam. Due to financial constraints, the researcher decided to use a sample size of 150 employees which it was believed to provide information in regard to the study under scrutiny.

5.6.2 Limitation to the variables

Some recognition programmes like long-service award with its sub questions caused hardship to some respondents. The researcher took time to explain the meaning of the variable at hand to the respondents. Ultimately, it was understood and the respondents were in the position to give their appropriate responses.

5.6.3 Limitation to data collection methods

This study employed structured questionnaires to collect data. Some respondents were too bureaucratic, reluctant and failed to submit their responses according to the scheduled time-table. The researcher addressed this limitation by reminding them from time to time through mobile phone calls and sometimes visited their respective departments/units for the collection of the same. Furthermore, two respondents totally failed to return their responses due to illness and transfer. This situation would not have occurred if the researcher would have used qualitative methods. Due to those discrepancies, the researcher mitigated this problem by deciding to analyse the available data from 148 respondents to avoid lagging behind time.

5.7 Area for Further Studies

The following are recommendations for further studies:

- i. It is suggested that, such kind of a study should also be conducted in other remaining regions so as to get a deep understanding of the phenomenon.
- ii. The current study employed a quantitative method research approach, hence, there might be insufficient opinions from participants. A future study can employ a qualitative research approach to capture detailed respondents' opinions about the phenomenon.

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APPENDICES

Appendix 1: Questionnaires

IMPACT OF RECOGNITION PROGRAMMES ON EMPLOYEE'S JOB PERFORMANCE IN TANZANIA'S ORGANISATIONS: A CASE OF DAR ES SALAAM NATIONAL SOCIAL SECURITY FUND

This study intends to collect data that will help to empirically assess the impact of recognition programmes on employee's job performance in Tanzania's organisations: a case of Dar es Salaam National Social Security Fund.

SECTION A: DEMOGRAPHIC INFORMATION

Personal details

| N/S | Questions | Response | Put a tick |
|-----|--------------------|--------------------|------------|
| 1. | Gender | Male | |
| | | Female | |
| 2. | Age | 18-25 years | |
| | | 26-35 years | |
| | | 36-45 years | |
| | | 46 and above years | |
| 3. | Level of education | Certificate | |
| | | Diploma | |
| | | Bachelor degree | |
| | | Master degree | |
| 4. | Experience | 1-10 years | |
| | | 11-20 years | |
| | | 21 years and above | |

SECTION B: THE EFFECT OF LONG-SERVICE AWARD ON EMPLOYEE'S JOB PERFORMANCE IN THE DAR ES SALAAM NATIONAL SOCIAL SECURITY FUND.

Kindly tick (√) in the appropriate box on along the statement of your choice in regard to the effect of long service award on employee's job performance in the Dar es Salaam National Social Security Fund. Each item/statement deserves a single choice wherever applicable and according to your experience. The ratings are on the following scale: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

A. Effect of long-service award

| | | Response(s) | | | | |
|-----|--|-------------|---|---|---|---|
| S/N | Item/Statement | 1 | 2 | 3 | 4 | 5 |
| 1. | Long-service award enhanced employee engagement | | | | | |
| 2. | Long-service award enhanced employee commitment | | | | | |
| 3. | Long-service award boosted morale of an employee | | | | | |
| 4. | Long-service award enhanced organisation's continuity | | | | | |
| 5. | Long-service award enhanced employee loyalty to the organisation | | | | | |

Note: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

SECTION C: THE EFFECT OF PERFORMANCE-BASED BONUS ON EMPLOYEE'S JOB PERFORMANCE IN THE DAR ES SALAAM NATIONAL SOCIAL SECURITY FUND.

Kindly tick (√) in the appropriate box on along the statement of your preference regarding to the effect of performance-based bonus on employee's job performance on the 5-point Likert scale. Each item/statement deserves a single choice wherever applicable and according to your experience.

KEY: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

B. Effect of performance-based bonus

| | | Response(s) | | | | |
|-----|--|-------------|---|---|---|---|
| S/N | Item/Statement | 1 | 2 | 3 | 4 | 5 |
| 1. | Performance-based bonus enhances employee's productivity | | | | | |
| 2. | Performance-based bonus enhances effectiveness an employee | | | | | |
| 3. | Performance-based bonus enhance employee efficiency | | | | | |
| 4. | Performance-based bonus enhances employee transparency | | | | | |
| 5. | Performance-based bonus enhances employee retention | | | | | |

Note: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

SECTION D: THE EFFECT OF TANGIBLE REWARDS ON EMPLOYEE'S JOB PERFORMANCE IN THE DAR ES SALAAM NATIONAL SOCIAL SECURITY FUND

Kindly tick (√) in the appropriate box on along the statement of your choice in regard to effect of tangible rewards on employee's job performance in the Dar es Salaam National Social Security Fund. Each item/statement deserves a single choice

wherever applicable and according to your experience. The ratings are on the following scale: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

C. Effect of tangible rewards

| | | Response(s) | | | | |
|-----|--|-------------|---|---|---|---|
| S/N | Item/Statement | 1 | 2 | 3 | 4 | 5 |
| 1. | Tangible rewards improve customer service delivery | | | | | |
| 2. | Tangible rewards influence employee engagement | | | | | |
| 3. | Tangible rewards influence employees' teamwork | | | | | |
| 4. | Tangible rewards enhances employee working morale | | | | | |

Note: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

SECTION E: EMPLOYEE'S JOB PERFORMANCE INDICATORS IN THE DAR ES SALAAM NATIONAL SOCIAL SECURITY FUND

Kindly tick (✓) in the appropriate box on along the statement of your preference regarding to employee's job performance indicators on the 5-point Likert scale. Each item/statement deserves a single choice wherever applicable and according to your experience.

KEY: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

D. Employee's Job Performance Indicators

| | | Response(s) | | | | |
|-----|-----------------------------------|-------------|---|---|---|---|
| S/N | Item/Statement | 1 | 2 | 3 | 4 | 5 |
| 1. | Increased transparency | | | | | |
| 2. | Improved organisation's stability | | | | | |
| 3. | Improved employee working morale | | | | | |
| 4. | Enhanced team work | | | | | |

Note: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

Thank you for completing the questionnaire. Your participation in this study is highly valued and greatly appreciated!

Appendix 2: Permission Letter



THE UNITED REPUBLIC OF TANZANIA
PRIME MINISTER'S OFFICE LABOUR, YOUTH,
EMPLOYMENT AND PERSONS WITH DISABILITY
NATIONAL SOCIAL SECURITY FUND



NSSF/PF/5707/3

26th July 2024

The Open University of Tanzania
P. O. Box 23409,
DAR-ES-SALAAM

RE: PERMISSION TO CONDUCT RESEARCH

Kindly refer to the heading above.

This is to inform you that permission has been granted to Ms. Salma G. Mwaipopo to undertake data collection at NSSF at no cost to the fund.

The above student is therefore advised to contact the Head of Section, Human Resource Management, NSSF Head Office, for further information.

Yours sincerely,
NATIONAL SOCIAL SECURITY FUND

Waziri Gumbo
For: **DIRECTOR GENERAL**

We Build Your Future



Benjamin W. Mkapa Pension Towers, Azikiwe St.P.O.BOX 1322, Dar es Salaam.
Tel: +255 22 2163400- 19, Email: dg@nssf.go.tz



Sample size calculator

What margin of error can you accept?
5% is a common choice

%

The margin of error is the amount of error that you can tolerate. If 90% of respondents answer *yes*, while 10% answer *no*, you may be able to tolerate a larger amount of error than if the respondents are split 50-50 or 45-55.

Lower margin of error requires a larger sample size.

What confidence level do you need?
Typical choices are 90%, 95%, or 99%

%

The confidence level is the amount of uncertainty you can tolerate. Suppose that you have 20 yes-no questions in your survey. With a confidence level of 95%, you would expect that for one of the questions (1 in 20), the percentage of people who answer *yes* would be more than the margin of error away from the true answer. The true answer is the percentage you would get if you exhaustively interviewed everyone. Higher confidence level requires a larger sample size.

What is the population size?
If you don't know, use 20000

How many people are there to choose your random sample from? The sample size doesn't change much for populations larger than 20,000.

What is the response distribution?
Leave this as 50%

%

For each question, what do you expect the results will be? If the sample is skewed highly one way or the other, the population probably is, too. If you don't know, use 50%, which gives the largest sample size. See below under **More information** if this is confusing.

Your recommended sample size is

150

This is the minimum recommended size of your survey. If you create a sample of this many people and get responses from everyone, you're more likely to get a correct answer than you would from a large sample where only a small percentage of the sample responds to your survey.

Online surveys with Vovici have completion rates of 66%!

Alternate scenarios

| | | | | | | | |
|-------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------------|---------------------------------|---------------------------------|---------------------------------|
| With a sample size of | <input type="text" value="100"/> | <input type="text" value="200"/> | <input type="text" value="300"/> | With a confidence level of | <input type="text" value="90"/> | <input type="text" value="95"/> | <input type="text" value="99"/> |
| Your margin of error would be | 7.53% | 2.92% | 0.00% | Your sample size would need to be | 129 | 150 | 179 |

Save effort, save time. **Conduct your survey online with Vovici.**

**IMPACT OF RECOGNITION PROGRAMMES ON EMPLOYEE'S JOB
PERFORMANCE: A CASE OF NATIONAL SOCIAL SECURITY FUND IN
DAR ES SALAAM, TANZANIA**

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ABSTRACT

This study seeks to assess the impact of recognition programmes on employee's job performance: A case of National Social Security Fund in Dar Es Salaam, Tanzania. Positivist philosophy was employed. Moreover, a deductive approach was used supported by an explanatory research design. A sample of 150 respondents was drawn using simple random sampling from a population of 243 respondents from the Dar es Salaam National Social Security Fund. Structured questionnaires were used to collect data. Descriptive statistics and multiple regression analysis were used as data analysis tools. The study found that, long-service award and performance-based bonus have a statistically negative and non-significant effect on employee's job performance whereas tangible rewards has a statistically positive and significant effect on employee's job performance at National Social Security Fund in Dar es Salaam. The research concludes that, long-service award and performance-based bonus have statistically negative and insignificant effect on employee's job performance at NSSF in Dar es salaam Tanzania, while tangible rewards has statistically positive and significant effect on employee's job performance at NSSF in Dar es salaam Tanzania. The research recommends that, organisations in Tanzania place more emphasis on improving tangible rewards.

Key words: Recognition programmes, employee's job performance, long-service award, performance-based bonus, tangible rewards

1. INTRODUCTION

Employee performance is a cornerstone in the success of any organization, yet it is often overlooked. It refers to the extent to which individuals effectively and efficiently fulfill their tasks and responsibilities within an organisation, covering areas such as productivity, meeting deadlines, professionalism, teamwork, and alignment with organizational goals (Afolabi et al., 2022). Similar to other regions,

organisations worldwide strive to support employee well-being by providing fair compensation, safe working environments, and inclusive cultures. Recognition programmes are generally used to shape employee performance, enhance morale, and foster stronger employer-employee relationships (Mashenene, 2023). These initiatives often reward exceptional employees with certificates, trophies, or monetary incentives based on their performance and commitment (Hussein et al., 2021). However, in developing nations, including Tanzania, there are distinct challenges and opportunities concerning employee job performance. This issue has been highlighted by the Controller and Auditor General's 2024 performance audit report, which calls for further investigation into reforms and their impact.

Understanding recognition practices and their impact on employee job performance across different countries is crucial on a global scale. For instance, the United States has a long-standing tradition of prioritizing employee job performance and recognition, dating back to the 1930s and 1940s when the Workers Alliance of America advocated for employee acknowledgment, which contributed to wage improvements (Anastasi, 2022). In Canada, companies adopt various recognition programmes tailored to employee performance, incorporating recognition from peers, leaders, supervisors, and even external clients and partners (Ampofo, Karatepe, Mensah, & Wilberforce, 2023). In France, recognizing employee's job performance is considered a vital aspect of organisational management, highlighting the importance of creating a workplace culture that values employee contributions (Khan, 2023). Okon, John, and Imagha (2023) conducted a study on recognition practices in Nigeria, concluding that, acknowledging employees' performance significantly influenced their motivation, commitment and overall output. Okon, John, and Imagha (2023) conducted a study on recognition practices in Nigeria, concluding that, acknowledging employees' performance significantly influenced their motivation, commitment and overall output. The study emphasized the need for a work environment where employee achievements are openly acknowledged among colleagues.

In Tanzania, organisations have initiated efforts to implement recognition programmes which included various methods such as verbal praise, awards, promotions, and tangible rewards (Okereke & Asha, 2020). Additionally, government policies are in place to ensure and ascertain employee recognition at the workplaces. Despite the efforts to enhance employee job performance through recognition programmes, optimal results were not optimally attained (Smith, 2020).

Concerns and challenges persist about employee's job performance as challenged by the Controller Auditor General Performance Audit Report of 2024 despite various initiatives like recognition programmes. Similarly, the degree to which these programmes are properly impacted and adapted remains largely unexplored (Mujuni, 2020; Mkapa & Shayo, 2020) there is limited empirical research on effectively these

programs impact employee performance within Tanzania organizations which emphasizes the need for further attention. This research aimed to assess the impact of recognition programmes on employee's job performance in organization especially at National social security services in Dar es salaam.

Recent data suggested a concerning trend in employee's job performance. A survey by Smith (2020) found that, dissatisfaction among employees due to perceived issues with recognition practices, included transparency and fairness. To address this, the organisation implemented initiatives, however, the effectiveness of these initiatives remained uncertain, requiring further investigation in organisations. Okon *et al.*, (2023) examined recognition's impact on non-academic staff performance in selected Federal Universities in Nigeria. They found a positive relationship between recognition and employee's performance, emphasizing its importance for productivity requiring to prioritize recognition to enhance employee's performance and well-being.

Afolabi *et al.*, (2022) employed quantitative methodology to explore the impact of recognition and career advancement on employee's job performance in Nigerian Brewery Plc. Their findings indicated a significant and positive relationship between employee recognition and job performance, stressing the significance of recognition in improving employee performance highlighting the importance for organisations to prioritize recognition as a means of enhancing performance and productivity. Asha and Okereke, (2022) conducted a study in the Mount Meru Referral Hospital employing a mixed-methods approach with a population of 355. They found that, non-financial incentives like recognition and adaptable work arrangements positively impacted employee's performance. Similarly, apart from the above studies, this study was conducted at National Social Security Fund in Dar es Salaam, including its branches. The study aimed at addressing concerns about impact of recognition programmes on employee's job performance in Tanzania which emphasizes the need for further attention whereby previous studies did not focus on that part and found that, there was a gap. Due to that knowledge gap, this research finds the necessity to study the impact of recognition programmes on employee job performance. National Social Security Fund's extensive workforce and branch availability made it an ideal setting for this research.

2 LITERATURE REVIEW

Recognition Programme

Scholars have conceptualized recognition programme in organizations as structured initiatives aimed at acknowledging and rewarding exemplary individual or team performance and achievements (Chand, 2022). In addition, recognition programme is a strategy for organisations to recognize and incentivize employees' accomplishments and efforts, motivating them to maintain peak performance and enhance their dedication and involvement with the organisation (Kiriuki & Kiiru, 2021). For this study, (Chand, 2022) definition of a recognition programme adopted to investigate its impact on employee's job performance.

Employee Job Performance

This broadly defined as to the manner in which an employee carries out their tasks, duties, and responsibilities within a specific role or position within an organisation (Gicheha & Kyule, 2022). Additionally, employee job performance defined as a coverage of work quality and quantity, meeting deadlines, policy compliance, professionalism, teamwork, and contributing to organizational goals (Kathina & Bula, 2021). This study used (Gicheha & Kyule, 2022) definition of employee job performance. Adopting these criteria facilitate understanding the relationship between employee job performance and recognition programmes.

Organisation

According to Hsu and Lamb, (2020) organisation is a structured group aiming for shared goals through coordinated roles and rules, found in businesses, institutions, or governmental bodies. Moreover, an organisation is a structured group aiming for common goals through coordinated efforts (Kerubo & Thomas, 2022). Definition of Hsu and Lamb, (2020) used to clarify its link to recognition programmes.

Theoretical Literature Review

This is the mass concepts focus on assumptions or theories. The notion of employee job performance and recognition fall under the Goal-Setting theory by Locke and Latham, (2019). Under this theory the target is to recognize employee for their contribution indicating the performance connections. Goal-Setting theory was introduced by Edwin Locke and Gary Latham in the 1960s and refined over subsequent decades, is a comprehensive framework that asserts the power of setting specific and challenging goals to enhance job performance. At its core, the theory posits that, clear, ambitious objectives lead to higher levels of motivation and performance compared to vague or easy-to-achieve goals. Locke and Latham emphasized the importance of goal specificity, stating, "the more specific and difficult the goal, the greater the effort and achievement" (Locke & Latham, 2019). According to this theory, setting specific and challenging goals is crucial for enhancing individual performance. Recognition programmes often align with this principle by establishing clear objectives for employees to strive towards, such as meeting targets, achieving project milestones, or demonstrating exceptional teamwork.

The fundamental assumption of the Goal-Setting theory is that, it posits that, challenging and specific goals which enhance performance if individuals have the ability and commitment. Recognition programmes apply this by setting clear criteria like outstanding performance or innovation (Locke & Latham, 2019). Goals must also be accepted and committed to by individuals to be effective. Recognition programmes can enhance goal acceptance by publicly acknowledging employees who exemplify desired behaviors and achieve notable accomplishments.

Despite its strengths, Goal-Setting theory has some weaknesses. One criticism is its neglect of the broader factors that may influence goal attainment, such as organisational culture, resources, and external constraints. The theory assumes a linear relationship between goal difficulty and performance, overlooking the potential for unintended consequences, such as unethical behaviour or neglect of other important tasks, in pursuit of challenging goals.

In terms of development, contemporary research has expanded the application of Goal-Setting theory to include the role of self-regulation, feedback processes, and the interaction between individual and situational factors. For example, Swiatczak (2021) explored the role of intrinsic motivation and self-regulatory mechanisms in goal pursuit, offering insights into how individuals could sustain motivation and overcome obstacles in achieving their goals.

Variables relevant to the impact of recognition programmes on employee performance within the framework of Goal-Setting theory, key factors to consider include the specificity and clarity of recognition criteria, the alignment of recognition with organisational goals and consistency of feedback provided. By integrating these variables into the design and implementation of recognition programmes, organizations can leverage the Goal-Setting theory to enhance employee performance and engagement.

The selection of the Goal-Setting theory was for its relevance and applicability to understanding the impact of recognition programmes on employee job performance. As a widely recognized and empirically supported theory, the Goal-Setting theory offers a comprehensive framework for examining how specific and challenging goals, feedback mechanisms, and goal acceptance influence individual behaviour and outcomes within an organisation.

Furthermore, the Goal Setting theory has been widely applied in studies on job performance, but mostly in other organisations and for other groups of authorities. For example, the Goal setting theory demonstrated a noteworthy and favourable impact on the performance of the Kenya Film Commission, contributing positively to its organisational outcomes (Gicheha & Kyule, 2022). Moreover, the study by Hartono and Murniati (2021) used this theory and supported the principles of the same, indicating that, participants were more likely to achieve their goals when those goals were specific and challenging compared to goals set with different levels of specificity and difficulty.

Empirical Literature Review

Long-service Award on Employee's Job Performance

Long-service awards refers to recognizing employees for their years of service with the organisation and is a common practice to show appreciation for loyalty and commitment in Nigeria (Bawala, 2022). Long-service awards include retirement specific awards, monetary rewards, special privileges and milestone anniversaries, such as five or ten years of service, and often involve presenting employees with plaques, or gifts. Long-service awards are a significant form of recognition,

demonstrating appreciation for employees' dedication and loyalty to the organization (Bawala, 2022).

In a study on job satisfaction and the impact of recognition on management performance rewards in public universities in Southeast Nigeria, Orajaka, (2021) used descriptive data analysis to find a strong link between job satisfaction and employee recognition. This recognition served as a motivating factor, driving employees to maintain high performance levels and commitment. It also contributed to employee retention by fostering loyalty and attachment to the organization. In Ghana, Ewool et al., (2023) employed exploratory and descriptive data analysis to examine the connection between employee recognition, salary satisfaction, and engagement in the banking sector. Their study found that recognition enhanced salary satisfaction but reduced employee engagement. They emphasized that long-service awards were a key factor in employee retention, promoting job commitment and motivation. When employees felt valued for their long-term service, they were more inclined to stay with the organization, contributing to workforce stability and continuity. Additionally, these awards also enhanced employee morale and job satisfaction. Recognizing employees for their long-term dedication positively influenced how they viewed their roles, leading to improved performance and a more supportive work environment. Employees who received long-service awards often became role models for newer staff members. Ramya and Vanithamani's, (2023) study in India, utilizing qualitative data analysis, emphasized the significant role of employee recognition in shaping organizational culture, engagement, and overall performance. Their findings showed that acknowledging employee contributions helped create a positive workplace culture and motivated others to seek similar recognition, thereby improving organizational performance. Ultimately, long-service awards helped in shaping organizational culture by underscoring the value of loyalty and dedication. By fostering an environment where employees felt appreciated and motivated, these awards contributed to a culture of excellence and continuous improvement, ultimately enhancing overall job performance within the organization.

Performance-Based Bonus on Employee's Job Performance

Performance-based bonuses significantly enhance employee job performance by motivating them through a direct correlation between effort and financial rewards. This linkage fosters a sense of purpose, driving employees to excel and continuously improve, ultimately leading to increased productivity and efficiency. The research conducted by Agba et al, (2021) in Nigeria through multi- variance analysis on assessing the link between employee productivity and performance-based rewards like promotions, bonuses, and recognition possess this point, demonstrating a significant positive effect of performance-based bonuses on employee productivity within commercial organisation in Cross River State, Nigeria. The findings suggested that, performance-based bonuses effectively enhanced employees' productivity across various dimensions such as effectiveness, performance, and efficiency. By linking rewards directly to individual and team performance, employees understood that, their compensation was contingent upon their contributions and achievements. This was also demonstrated by Okwonko, et al., (2023) in identify the impact of performance-based bonuses on employee dedication, employing descriptive data

analysis and discovered that, the implementation of individual performance-based bonuses had a notable and beneficial impact on the level of employee commitment within microfinance banks situated in Enugu State, Nigeria that created a sense of fairness and transparency in the workplace, where employees were recognized and rewarded based on their goal achievement and actual performance rather than seniority or favouritism. Hence, employees owned their work and actively engaged in goal-setting and performance evaluation processes.

Kathina and Bula, (2021), shows that, performance-based bonuses facilitated talent retention and attracted top performers to the organisation. In today's competitive job market, offering incentives beyond base salaries is crucial for attracting and retaining talented individuals. This is an extra incentive given to government employees based on their effectiveness and contributions towards meeting the broader objectives and responsibilities of their department, eventually provided an additional layer of compensation that, rewards exceptional performance, sales commission and profited sharing demonstrating the organisation's commitment to recognizing and valuing employee contributions. This enhanced employee satisfaction and loyalty, reducing turnover rates ensuring continuity in talent retention. Moreover, the implementation of performance-based bonuses fosters a culture that emphasizes continual learning and advancement within the company. The study by (Sala, 2020) in Philippines employing descriptive-correlational data analysis in assessing the motivating elements that affected the job performance of teachers and discovered that, the correlation between teachers' job performance and their motivation levels towards motivational factors was noteworthy. Again, through providing incentives for employees to meet specific objectives or targets, they became more inclined to actively seek out opportunities for improving their skills and advancing their careers. This involved pursuing additional education, participating in training initiatives, or obtaining relevant certifications, all with the aim of enhancing their performance and maximizing their potential for earning bonuses. This dedication to ongoing education not only served to benefit individual employees but also enriched the collective knowledge and competencies of the organisation.

Tangible Rewards on Employee's Job Performance

This objective investigated the effect of tangible reward on employee job performance. Through gathering data on reward events and tracking employee's job performance over a period, the research analyzed patterns and trends to ascertain the most impact of tangible reward for enhancing employee job performance. Receiving a certificate of recognition reward enhances job performance. The provision of receiving certificates boosts employee performance. This implies that, when employees are formally acknowledged with such certificates, it enhances their work output positively. Villela et al., (2019) in Brazil shed light on how certification affected employee's performance by investigating the impact of B Corp certification on small to medium-sized companies in Brazil through a case study analysis. Their research suggested that, although, companies attained high scores and certifications based on their current performance, they often failed to actively pursue improvement objectives between certifications. Consequently, there was minimal advancement in their scores over time. This highlighted that, merely obtaining a recognition

certificate reward did not result in enhanced performance; rather, sustained efforts and setting goals were crucial for driving organisational development.

Receiving trophies improves service delivery and job performance. Rewarded employees are more likely to deliver excellent customer service and achieve high performance levels. Customer satisfaction is paramount, recognition programmes can directly impact service quality and organisational performance. Studies such as the one of (Hussein, 2019) on service quality in organisations of Tanzania emphasized the role of employee job performance in delivering superior service. Giving trophies to employees who demonstrated exceptional performance, organisations cultivated a customer-centric culture while simultaneously motivating staff to strive for excellence. Appreciation methods of recognition, According to (White, 2021), utilizing qualitative data analysis in analyzing preferences for workplace appreciation considering remote work, COVID-19 impact, and age groups, found that, preferred appreciation were consistent across different contexts and age groups, reflecting intrinsic preferences over external influences, also expressing verbal appreciation led to enhanced performance, as it fostered employee engagement and increased workplace efficiency.

In USA, Kranabetter and Niessen, (2019), who employed a descriptive data analysis to investigate how managerial appreciation affected employees' depressive symptoms over a year. This demonstrated that, verbal recognition correlated with improved employee performance, particularly in environments where individuals experienced positive social connections. Their research suggested that, the effectiveness of verbal acknowledgment in boosting performance depended on the satisfaction of employees' social needs within the organisational setting. Therefore, organisations were advised not only to prioritize verbal recognition but also to ensure the fulfillment of social relationships and employees' needs to maximize the positive impact of acknowledgment on performance. A letter of recognition boosts a sense of appreciation among employees. According to (Rafiey et al, 2020) who conducted a study to examine how human resource strategies shaped organisational norms, utilizing descriptive data analysis and found that, acknowledging employees significantly influenced their normative commitments. This showed the value of integrating recognition into congratulatory correspondence with employees to enhance their allegiance to the organisation. The research provided the significance for companies to recognize and value the efforts of their employees, which aptly was communicated through personalized and genuine congratulatory letters.

3 METHODOLOGY

The positivist research philosophy was used in this investigation. It employed a deductive approach with an explanatory design. The sampling frame consisted of 243 employees at the NSSF in Dar es Salaam. This study used Yamane formula (1967) to calculate the appropriate sample size for the study, whereby 150 participants. Meeting every member of the population during the investigation was challenging for the researcher. According to Kothari et al., (2022), sampling allows for a higher overall accuracy than censusing. Because of this, the researcher employed a straightforward random sample procedure. The study employed simple random sampling which is a technique of probability sampling; it is referred to as simple

random sampling with no complexities involved. In research, primary data are those that are gathered directly from the source by the investigator with a particular goal in mind. It is unique data that hasn't been examined or published before (Ajayi, 2017). Many techniques, including surveys, interviews, experiments, direct measurements, and observations, can be used to collect primary data. Only structured questionnaires were employed in this investigation. Additionally, data collection is defined by Creswell (2014) as the methodical process of obtaining and quantifying information on variables to address research questions, test hypotheses, and assess results. Structured questionnaires targeting 90 respondents were distributed questionnaires based on rank, allowing for a variety of answers depending on experience and occupation, especially for open-ended questions that need explanation. Structured questionnaires ensure uniformity in data collection. All respondents receive the same set of questions in the same order, eliminating variability in the way questions are presented. This consistency enhances the reliability of the data. The questions in structured questionnaires are carefully designed and standardized.

In research, primary data are those that are gathered directly from the source by the investigator with a particular goal in mind. It is unique data that hasn't been examined or published before (Ajayi, 2017). Many techniques, including surveys, interviews, experiments, direct measurements, and observations, can be used to collect primary data. Only structured questionnaires were employed in this investigation. Additionally, data collection is defined by Creswell (2014) as the methodical process of obtaining and quantifying information on variables to address research questions, test hypotheses, and assess results. Structured questionnaires targeting 150 respondents were distributed questionnaires based on rank, allowing for a variety of answers depending on experience and occupation, especially for open-ended questions that need explanation. Structured questionnaires ensure uniformity in data collection. All respondents receive the same set of questions in the same order, eliminating variability in the way questions are presented. The response rate was 148 (98.7%). This consistency enhances the reliability of the data. The questions in structured questionnaires are carefully designed and standardized. Every piece of data provided by survey participants was checked for accuracy. A second, more knowledgeable person verified the accuracy of the data set and the questionnaires to make sure all the data was properly collected. Any mistakes found were corrected. Barchard, Freeman, Ochoa, and Stephens (2020) carried out more descriptive statistical error testing to discover items that fall outside of the scale response range.

The SPSS Missing Value Analysis (MVA) was used to identify the missing data. Since the ratings of the independent and dependent variables ought to be less than 5%—anything higher shows random missing data—Excel was utilized to complete the imputation (Allison, 2009). A linear regression analysis and descriptive statistics were employed to determine the relationship between the variables. Because of this, regression analysis was used to explain the current relationship between the study variables. Linear regression analysis is a statistical technique that can be used to examine one dependent variable and several independent variables (Peersman, 2014). Linear regression analysis combines independent variables with known values to predict the final result of the single dependent value (McLeod, 2013).

4. RESULTS AND DISCUSSION

The Effect of Long-Service Award on Employee's Job Performance

Table 1 presents the descriptive statistics of the long-service award variable. The findings show that, respondents agree that, the long-service award boosts morale of an employee (Mean=4.11, Std. dev=1.155), enhances employee engagement (Mean=3.96, Std. dev=1.183) and organisation's continuity (Mean=3.77, Std. dev=1.229). Furthermore, long-service award enhances employee loyalty to the organisation (Mean=3.74, Std. dev=1.264) and employee commitment (Mean=3.70, Std. dev=1.157).

Table 1: Descriptive statistics for the long-service award results

| Responses | N | Mean | Std. Deviation |
|--|----------|-------------|-----------------------|
| Long-service award boosts morale of an employee | 148 | 4.11 | 1.155 |
| Long-service award enhances employee engagement | 148 | 3.96 | 1.183 |
| Long-service award enhances organisation's continuity | 148 | 3.77 | 1.229 |
| Long-service award enhances employee loyalty to the organisation | 148 | 3.74 | 1.264 |
| Long-service award enhances employee commitment | 148 | 3.70 | 1.157 |
| Valid N (listwise) | 148 | | |

Source: Field data (2024)

The Effect of Performance-Based Bonus on Employee's Job Performance

Table 2 shows the computation of descriptive statistics on performance-based bonus variable. The results in demonstrate that, respondents agree that, performance-based bonus enhances employee's productivity (Mean=3.80, Std. dev=1.240), employee efficiency (Mean=3.74, Std. dev=1.278) and employee retention (Mean=3.74, Std. dev=1.169). Additionally, respondents agree that, performance-based bonus enhances effectiveness of an employee (Mean=3.74, Std. dev=1.197) and employee transparency (Mean=3.68, Std. dev=1.321).

Table 2: Descriptive statistics for the performance-based bonus results

| Responses | N | Mean | Std. Deviation |
|---|----------|-------------|-----------------------|
| Performance-based bonus enhances employee's productivity | 148 | 3.80 | 1.240 |
| Performance-based bonus enhances employee efficiency | 148 | 3.74 | 1.278 |
| Performance-based bonus enhances employee retention | 148 | 3.74 | 1.169 |
| Performance-based bonus enhances effectiveness of an employee | 148 | 3.74 | 1.197 |
| Performance-based bonus enhances employee transparency | 148 | 3.68 | 1.321 |
| Valid N (listwise) | 148 | | |

Source: Field data (2024)

The Effect of Tangible Rewards on Employee's Job Performance

Table 3 shows the computation of descriptive statistics on the tangible rewards variable. The results establish that, the respondents agree that, tangible rewards enhance employee working morale (Mean=3.68, Std. dev=1.267) and influence employee engagement (Mean=3.65, Std. dev=1.303). Furthermore, tangible rewards

influence employees' teamwork (Mean=3.58, Std. dev=1.240) and improve customer service delivery (Mean=3.58, Std. dev=1.345).

Table 3: Descriptive statistics for the tangible rewards results

| Responses | N | Mean | Std. Deviation |
|--|-----|------|----------------|
| Tangible rewards enhance employee working morale | 148 | 3.68 | 1.267 |
| Tangible rewards influence employee engagement | 148 | 3.65 | 1.303 |
| Tangible rewards influence employees' teamwork | 148 | 3.58 | 1.240 |
| Tangible rewards improve customer service delivery | 148 | 3.58 | 1.345 |
| Valid N (listwise) | 148 | | |

Source: Field data (2024)

Regression Results

Model Summary

Table 4 presents the model summary showing the statistical relationship between independent and dependent variables. The output findings indicate that, the R value was 0.952 equivalent to 95.2%. This implies that, there was a strong statistical relationship between the studied variables. Additionally, the output showed that, the R square was 0.905 explaining that, the three independent variables explained a high 90.5% of the variation in the employee's job performance at the Dar es Salaam National Social Security Fund. The unexplained 9.5% variance is a result of other variables not in the model. The adjusted R square was 0.903 equivalent to 90.3%. This implies that, the change in the employee's job performance at the Dar es Salaam National Social Security Fund was influenced by the change in long-service award, performance-based bonus and tangible rewards.

Table 4: Model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .952 ^a | .905 | .903 | .365 | .905 | 459.526 | 3 | 144 | .000 |

a. Predictors: (Constant), Tangible rewards, Long-service award, Performance-based bonus

b. Dependent Variable: Employee job performance

Source: Data analysis (2024)

ANOVA Results

The results presented in Table 5 show that, the model has a significance level below 5% ($p < 0.05$), with 3 numerator degrees of freedom (df) and 144 denominator df, and the F-value was calculated as 459.526. As the p-value is under 0.05, it indicates that the regression model is statistically significant in predicting the IMPACT of recognition programs on employee job performance at the Dar es Salaam National Social Security Fund (NSSF).

Table 5: Analysis of variance

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 183.621 | 3 | 61.207 | 459.526 | .000 ^b |
| | Residual | 19.180 | 144 | .133 | | |
| Total | | 202.801 | 147 | | | |

a. Dependent Variable: Employee's job performance at the Dar es Salaam NSSF

b. Predictors: (Constant), Tangible rewards, Long-service award, Performance-based bonus

Source: Data analysis (2024)

Regression coefficients

In determining the level of the influence of the independent variables over the dependent variable, the multiple linear regression model was used as shown in the following formula: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$. This means that, $Y = 0.453 + -0.080X_1 + -0.084X_2 + 1.104X_3$. The findings from the output in Table 6 reveals that, long-service award had the regression coefficient (beta) of negative 0.080 and p-value of 0.323. This implies that, long-service award had a statistically negative and insignificant effect on the employee's job performance at the Dar es Salaam National Social Security Fund ($X_1 = -0.080$, $p = 0.323 > 0.05$). Furthermore, these findings indicated that, a change in one unit in the long-service award results in 0.080 decrease in the employee's job performance at the Dar es Salaam National Social Security Fund if other factors are held constant. The performance-based bonus had the regression coefficient (beta) of negative 0.084 equivalent with p-value of 0.516. This implies that, performance-based bonus had a statistically negative and insignificant relationship with the employee's job performance at the Dar es Salaam National Social Security Fund ($X_2 = -0.084$, $p = 0.516 > 0.05$). It further signifies that, as performance-based bonus decreases by one unit and the other independent variables remain constant, employee's job performance at the Dar es Salaam National Social Security Fund also decreases by 0.084 units. Furthermore, the findings on the tangible rewards showed the regression coefficient (beta) of positive 1.104 and the p-value of 0.000. The implication of this finding is that, the tangible rewards have a statistically positive and significant effect on the employee's job performance at the Dar es Salaam National Social Security Fund ($X_3 = 1.104$, $p = 0.000 < 0.05$). These findings also signifies that, if other factors remain constant, a unit change in the tangible rewards would result to an increase of 1.104 units on the employee's job performance at the Dar es Salaam National Social Security Fund.

Table 6: Regression coefficients

| Model | Unstandardised Coefficients | | Standardised Coefficients | | t | Sig. |
|-------|-----------------------------|------------|---------------------------|--|---|------|
| | B | Std. Error | Beta | | | |
| | | | | | | |

| | | | | | |
|-------------------------|-------|------|-------|--------|------|
| 1 (Constant) | .453 | .114 | | 3.971 | .000 |
| Long-service award | -.087 | .088 | -.080 | -.992 | .323 |
| Performance-based bonus | -.084 | .129 | -.084 | -.651 | .516 |
| Tangible rewards | 1.063 | .095 | 1.104 | 11.167 | .000 |

a. Dependent Variable: Employee's job performance at the Dar es Salaam NSSF

Source: Data analysis (2024)

Discussion

Long-Service Award on Employee's Job Performance

The multiple linear regression analysis revealed a statistically negative and insignificant relationship between long-service awards and job performance at the NSSF. This finding aligns with the research by Ewool et al. (2023), which indicated that long-service awards can lower employee engagement levels. However, it contradicts the work of Ramya (2023), who found that long-service recognition positively affects employee performance, and Orajaka (2021), who stated that long-service awards contribute to employee retention by promoting loyalty and attachment to the organization. The discrepancy between these studies and the current findings are simply due to some employees feeling undervalued or unappreciated for their long-term service, leading to a negative association with tenure.

Performance-Based Bonus on Employee's Job Performance

The results from the multiple linear regression analysis established that, there was a statistically negative and insignificant effect between the performance-based bonus and employee's job performance in the Dar es Salaam National Social Security Fund. This observation is contrary to that of Agba *et al.*, (2021) who posited that, there was a significant and positive effect of performance-based bonuses on employee productivity, effectiveness and efficiency. The results continued to demonstrate that, performance-based bonus enhanced employee's productivity, efficiency, retention and transparency among employees. These findings also agree with those of Okwonko *et al.*, (2023), and Sija (2022) who also observed that, individual performance-based bonuses had a notable and beneficial impact on the level of employee commitment and created a sense of fairness and transparency. The reasons behind that these findings differed with the findings of the current study are that, performance-based bonuses among employees might be provided basing on seniority or favouritism hence demotivating them.

Tangible rewards on employee's job performance

The results of the multiple linear regression analysis indicated that, there was a statistically positive and significant relationship between tangible rewards on employee's job performance in the Dar es Salaam National Social Security Fund. This finding correlates with that of Kranabetter and Niessen (2019) who demonstrated that, tangible rewards significantly and positively influenced employee's job performance. Additionally, the findings indicated that, tangible rewards enhanced employee working morale, influenced employee engagement,

teamwork and improved customer service delivery. These findings are supported by Rafiey *et al.*, (2020) who informed that, tangible rewards fostered employee engagement and customer service delivery.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

Long-service award and performance-based bonus had a statistically negative and insignificant effect on employee's job performance in the Dar es Salaam National Social Security Fund while tangible rewards had a statistically and positive effect on employee's job performance in the Dar es Salaam National Social Security Fund.

Recommendations

It is recommended that, tangible rewards should be enhanced because they enhance employee working morale, influence employee engagement, teamwork and improved customer service delivery.

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