FACTORS INHIBITING IMPLEMENTATION OF EFFECTIVE REWARD PROVISION IN PUBLIC ORGANIZATION

A CASE STUDY OF TANZANIA FORESTRY RESEARCH INSTITUTE (TAFORI)
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A CASE STUDY OF TANZANIA FORESTRY RESEARCH INSTITUTE (TAFORI)

By

Upendo Mtebe

A Dissertation Submitted in Fulfillment of the Requirements for the Award of the Degree of Masters of Science in Human Resource Management (Msc.HRM) of Mzumbe University

2015
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Factors inhibiting implementation of effective reward provision in Public Organization: The Case study of Tanzania Forestry Research Institute (TAFORI)** in fulfillment of the requirements for award of the degree of Master of Science in Human Resource Management of Mzumbe University.

Signature

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Major Supervisor

Signature

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Internal Examiner

Accepted for the Board of

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DECLARATION

I, Upendo Mtebe, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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Date________________________________

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May God bless them abundantly.
DEDICATION

I dedicate this work to my precious kid Amanda Mugasha and Ancelm Mugasha. Sometimes they were missing full attention and participation from their mother as expected because of school commitments. May God bless and protect them.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>CSRP</td>
<td>Civil Service Reform Program</td>
</tr>
<tr>
<td>DFA</td>
<td>Director of Finance and Administration</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
</tr>
<tr>
<td>LSRC</td>
<td>Lushoto Silviculture Research Center</td>
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<tr>
<td>PSRP</td>
<td>Public Service Reform Program</td>
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<tr>
<td>RAAWU</td>
<td>Researchers, Academicians and Allied Workers Union</td>
</tr>
<tr>
<td>SCC</td>
<td>Standard Commercial Corporation</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Science</td>
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<tr>
<td>TAFORI</td>
<td>Tanzania Forestry Research Institution</td>
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<td>VIE</td>
<td>Valence Instrumentality Expectancy</td>
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ABSTRACT

This study focused on factors inhibiting implementation of effective reward provision in public organization and employed a case study of TAFORI where by Morogoro Headquarter and Lushoto Sivilculture centre were used as areas of the study. Both qualitative and quantitative data were collected by using questionnaires and interviews and the data obtained from the field were edited, coded and analyzed and findings were presented in form of percentage and frequency in tables. The findings show that both monetary and non monetary rewards are provided at TAFORI and in most cases the rewards to those hard workers. Majority of respondents were not aware of any reward policies concerning rewards hence they fail to demand for the right policies and procedures for reward provision as they do not know whether what has been done is the right thing or not. Also the procedure for choosing the best employees starts with the employees as they suggest the names and later cast votes and ends with the management who provides rewards. Concerning factors inhibiting effective reward provision from being implemented, the findings show different factors such as lack of financial resources which also included some sub factors such as scarcity of funds available and failure of the budget to prioritize some of the institutes needs, lack of criteria for differentiating rewards in departments and levels of employees, laziness of employees, no acceptance for suggestions from the employees concerning the reward provision and complexity of the process of policy change. No noticed efforts have been done so as to solve the problem, so the study has recommended that the government should ensure that the budget formulated at the parliament sets sufficient amount of funds and ensure implementation of effective reward provision. Also the institute should set criteria which differentiate employees’ rewards by considering nature of responsibilities of employees.
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CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter introduces the theme of this study. It is composed of eight sections which are background of the study, problem statement, objectives, research questions, significance of the study, delimitation of the study, conceptual framework and organization of the study.

1.1 Background of the study

All public organizations have set of targets in which they are required to fulfill in daily basis. The organizations’ human resources need to be efficient in production to meet the organization targets. Nevertheless, human resources’ efficiency and capabilities alone does not guarantee that the success of a firm rather aspect of motivations should be highly considered. Among others, for the organization to survive in the competitive world it needs a reward system that is efficient and effective enough to motivate employees so that they can increase their efforts and achieve organizational goals. In addition, if the organization will use effective reward system, it will ensure commitment and loyalty of employees in achieving organizational goals.

O’Neil et al, (1995) reported that the contribution of rewards for performance improvement is so necessary since it can help to create a work experience that meets the needs of employees and encourage them to contribute extra effort by developing a deal that addresses a broad range of issues. Organizations use rewards to motivate employees such that reward is used to attract them to join the organization, to make them perform effectively once they are hired and also to make them maintain their efforts on behalf of their organization.

The government of Tanzania has recognized the importance of effective reward system and implemented in its organizations and it has considered a comprehensive approach
towards addressing the pay and incentives problems. The government of Tanzania adopted pay reform as an integral component in providing both public and private services. These pay reforms were viewed as a process of adjusting and rationalizing pay and evolvement of incentives in an affordable and suitable manner over a period of years.

The Government Report on “Tanzania Public Service Situation: Towards a revised Public Service Pay Policy” of 2009 addressed the issues of Public Service Reform Program (PSRP) and showed that in 1994 the government adopted the pay reforms efforts with two major phases. The first phase of pay reforms was from 1994 up to 1999 where the reforms were in conjunction with the Civil Service Reform Program (CSRP) where the priorities were cost containment and rationalization of public service job grade and salary structure. The second phase of pay reforms covered the period of 2000 up to 2008 and it was undertaken in conjunction with Public Service Reform Program – Phase I (PSRP-I) where the priority was to enhance pay in an effort to improve performance as service delivery and professionalism of the core public service. In 2008 the Public Service Reform Program was launched with the objective of enhancing performance and accountability across the unified public services.

Also the report on “Performing Tanzania’s Public Administration (Status and Challenges)” of 2004 gave information about the First Annual National Conference on Public Sector Reforms which described the aim of the government to build an “Incentive Framework”. The report showed that the most important issue which needs to be addressed if the public and private services are to become transformed for the better, is the pay and incentive system. However, for sometime the public service pay and incentives have been weak and contributed to the poor performance and crisis in the public service. Moreover, Tanzania which is confronted permanently with serious budget constraints, has difficulties in introducing an effective incentive system that mobilizes institutions and other managers to be active and to deliver.
A number of researches have been done concerning organizational issues that affect the impact of reward provision practices. One of them was done by Akonaay (2011) who reported that it has been and still difficult to reward employees effectively as employees differ when it comes to rating them. Also some important aspect has not been addressed such as the kinds of rewards which depend on the levels and needs of employees and its contribution to their performance. What the employee is rewarded should be really equal to the work done but sometimes rewards are not given equivalent to the work performed by employees hence it is given unfairly and with biasness. Another findings presented by Therkildsen (2007) reported that in Tanzania and Uganda the pay levels are still considered inadequate and government targets have not been met. At the same time, variation of paying rates has grown.

Masesa (2004) reported that the ongoing liberalization and privatization policies imposed by the World Bank, IMF and donors to tropical Africa gave chance for markets to set prices and adequate remuneration to qualified employees. In this situation, management of an organization is given an opportunity to think of improving the rewards. If the rewards are improved, it will ensure commitment and motivation to employees of the organization. Therefore, reward management in any organization (be it—whether public or private) should ensure that the system of rewards is effective.

1.2 Problem Statement

Reward management being one of the most important aspects in the organization, for so long has not been given importance nor implemented as required in Tanzania. However, there are efforts done by the Tanzanian government to integrate reward provision. For example this has now been provided in several policies and regulation to guide public and private entities on how to reward employees. The Public Service Management and employment Policy of 1999 has provided the guidance on remuneration issues such as decisions on the budget that contains employees’ salaries, guidance on making new pay arrangements and pay structures if the employer wishes to do so and negotiations on pay levels of employees. The Public Service Retirement Benefits [No. 2 of 1999] has
provided guidance on rewards deeply, especially on retirement benefits. Also the Public Service Act [N0.8 of 2002] has provided a guide on remuneration of public service members in section 12 under part III of the Act.

Although the government has set reward policies and regulation as a proper guide in carrying out reward management issues, most public organizations fail to follow them hence they implement ineffective reward provision. This inquires the need to identify factors leading to current ineffective reward provision. Therefore, this study seeks to find out factors inhibiting implementation of effective reward provision in public organizations.

1.3 Objective of the study

1.3.1 General objective

The main objective of this study is to determine the factors inhibiting implementation of an effective reward provision in public organization, specifically at TAFORI.

1.3.2 Specific objectives

- To identify the kind of reward system used at TAFORI
- To analyze the policy and procedures of the reward system used by TAFORI
- To investigate factors inhibiting implementation of effective reward provision at TAFORI.
- To find out if there are any efforts applied to solve the problem of reward management at TAFORI

1.4 Research questions

i. What kinds of rewards are provided by TAFORI?

ii. What policies does TAFORI management follow in implementing reward provision at TAFORI?
iii. What procedures do the institute follow in rewarding employees?

iv. What factors inhibit the effectiveness of the reward provision at TAFORI?

v. Are there any efforts which have been done so as to improve the effectiveness of reward system used?

1.5 Significance of the study

In completion of this paper, the following are expected to be gained:

- This study will be useful in examining the factors inhibiting effective reward provision in public organizations.
- This study will provide a good insight of improving the reward provision not only at TAFORI but also to any other public organizations.
- This study may be used as a reference for comparison between reward provision in different public sectors to those who will be interested.
- This study is expected to stimulate the interest of other researchers to conduct in-depth study in this area.

1.6 Delimitation of the Study

The study will be carried out at Tanzania Forestry Research Institute (TAFORI) headquarters located in Morogoro and Lushoto Silviculture Research Centre (LSRC) located in Lushoto District in Tanga region which is also a sub-station of TAFORI. The study will cover all departments at all levels of management from top management to lower managements since rewards operates to all employees from all departments, specifically to those who qualify to be rewarded.
1.7 Conceptual framework

The relationship between dependent and independent variables in this study is as follows: As shown in figure 1.1, the ineffective reward system is attributed to various factors like lack of funds, corruption, favouritism and late payments.

Reward policies are the proper guide to the management of the organization in carrying out issues of reward management in an organization. Ineffectiveness of the reward provision occurs when those policies are not followed during the process of managing rewards. Different types of rewards are potential to make employees exert more effort at work in different ways. This variety addresses different needs pointed out about above as social interaction, respect, attention, belongingness, recognition, a feeling of achievement, autonomy, self worth, interest to developing one’s full potential and any other kind of reward depending on employees needs.

The following is a conceptual framework on the relationship between rewards and employees’ performance.

![Figure 1.1 Relationship between independent variables and dependent variables](image)

**Figure 1.1 Relationship between independent variables and dependent variables**

**Source:** Author’s survey
1.8 Organization of the dissertation

This dissertation is organized into six chapters. Chapter one is about the introduction, chapter two is about the literature review, chapter three covers the research methodology, chapter four present analysis and findings of the study, chapter five presents discussion of the findings and chapter six presents summary of the study, conclusion and recommendations. References and appendices are presented at the end of the report.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

So as to succeed, any organization must ensure that they have employees who are capable and willing to increase efforts so as to achieve organizational objectives and goals. With the increased scarcity of resources in many organizations, attention has been drawn on how rewards can be used to increase employee’s performance so as to put up more efforts in production of goods and services for. This chapter presents the theoretical literature of the study on the first section, theories supporting the reward system will be provided under section two and empirical literature review will be shown in the third section of this chapter.

2.1 Theoretical literature review

Many studies have been carried out concerning reward system and its effects on accomplishment of organizational goals. Some authors focused on the reward system at large, some focused on different types and some focused on challenges facing reward provision together with other circumstances. In this part, various theories will be explored together with their contribution as far as this study is concerned.

2.1.1 The concept of employee reward

Armstrong (1988) provides that rewards are what employees receive for performing well. Sometimes these rewards come from the organization in form of money, recognition and promotions. Rewards can also consist of feelings from having performed well at work. It can be said that rewards are very powerful tools for improving performance and making employee committed to their organization objectives and goals. Reward management is concerned with the formulation and implementation of strategies and policies of which the purposes are to reward fairly,
equally and consistently in accordance with their value to the organization, thus helping the organization to achieve its strategic goals.

Reward system consists of policies, practices, processes and procedures. Policies provide guidelines on approaches to managing rewards, practices provide financial and non-financial rewards, processes are concerned with evaluating the relative size of jobs (job evaluation) and assessing individual performance (performance management) and procedures are operated in order to maintain the system and to ensure that it operates efficiently and flexibly and provides value for money (Armstrong, 2007).

2.1.2 Types of rewards

Itika (2011) categorized rewards into financial and non-financial rewards. Financial rewards are monetary payment that an employee earns as a result of his/her good work. Wages and Salaries is among the financial rewards that an employee receives. Wages refer to total emolument paid to a worker for contribution to the organization. Wages are paid weekly or fortnightly. Deductions are made for non-attendance while salary is paid monthly, and expressed as an annual figure. It is unlikely to deduct for non-attendance in some days or hours although deductions are becoming increasingly common in multinational companies operating in Tanzania. Wages could be paid as piece rate (upon finishing the agreed piece work) or time rate based on the number of hours. Incentives is another kind of payments made for the achievement of the previously set and agreed targets. This is result oriented. Bonus rewards is another kind of reward given to an employee for the successful performance and paid out as a lump sum. It is paid for recognition of outstanding performance and it is also result oriented. Other kinds of financial rewards are additional allowance, paid for a certain responsibility, premium that is paid due to inconveniences and shifts, overtime which is paid for extra time spent, competence pay paid due to achievement of defined levels of competence and profit sharing that is based on profit generated.
Non-financial rewards include rewards which do not involve direct or monetary payment. Itika called this type of reward as intrinsic and extrinsic rewards. For decades, now the centre of the debate is the extent to which intrinsic and extrinsic motivation are a source of rewards for different professions and staff. Intrinsic rewards are attached to the direct relationship between the work and the task done including the feeling of achievement, accomplishment, challenges met and competence derived from performing the job. On the other hand, extrinsic rewards are achieved through motivation from factors outside the job itself. Apart from financial rewards, the others are fringe benefits, company policies, supervision, office and a comfortable working environment.

Armstrong (2007) provides that remunerations provided to employees are categorized into; allowances, salary or basic pay and incentives. Allowances are paid in addition to basic pay for special circumstances (example, living in London) or features of employment (example, working unsocial hours). They may be determined unilaterally by the organization but they are often the subject of negotiation. The main types of allowances are location allowances, overtime payments, shift payments, working conditions allowances and stand-by or call-out allowances made to those who have to be available to come in to work when required. Companies add a number of allowances as described below to the expatriate’s salary to calculate the total expatriate remuneration package. They are designed to compensate for disruption and to make the assignment attractive to the employee.

Salary or basic pay is the amount of pay (the fixed wage) that constitutes the rate for the job. It may be varied according to the grade of the job or, for shop floor workers and the level of skill required. Base pay will be influenced by internal and external relativities. The internal relativities may be measured by some form of job evaluation. External relativities (going rates) are assessed by tracking market rates. Alternatively, levels of pay may be agreed through collective bargaining with trade unions or by reaching individual agreements. Base pay may be expressed as an annual, weekly or hourly rate. This is sometimes referred to as a time rate system of payment.
Incentives are divided into monetary and non-monetary incentives. Monetary incentives are those incentives that involve any direct payment of money. Monetary or financial incentives are designed to provide direct motivation. They tell people how much money they will get in the future if they perform well – ‘Do this and you will get that.’ Non-monetary incentives are those incentives that do not involve any direct payment and often arises from the work itself, example achievement, autonomy, recognition scope to use and develop skills, training, career development opportunities and high quality leadership or any interesting assignment. Incentives are designed to encourage people to achieve objectives. They are intended to provide direct motivation: ‘do this and we will make it worth your while’.

Intrinsic rewards are self granted and internally experienced payoffs. Also are less tangible, originate from a person’s job itself and reflect Herzberg’s motivators. Example of such factors includes variety in job contents, sense of being part of value adding process; believe that they are valuable members of a team, increased responsibility and autonomy, recognition, self esteem, self actualization, opportunity to learn and grow and sense of accomplishment. Extrinsic rewards are payoffs granted to the individual by other people. It is one of the results from the actions of others such as supervisions are more easily controlled (Kneither, 2006)

2.1.3 Policies and procedures of reward system

In rewarding employees, there must be policies and procedures to be followed so as to guide the management on how to reward people. Policies and procedures may differ in different countries but there are general rules, pillars or procedures that may cut across all countries and all organizations. These may include elements and requirements that an employee must possess so as to be rewarded.

Armstrong (2007:96) explained that reward policies set specific guidelines for decision making and action. They indicate what the organization and its management are expected to do about managing reward and how they will behave in given circumstances
when dealing with reward issues. He further argued that reward policies must deal with: the level of rewards; the relative importance attached to external competitiveness and internal equity; the use of job evaluation; achieving equal pay; the approach to total reward; the scope for the use of contingent rewards related to performance, competence, contribution or skill; the role of line managers; transparency which is the publication of information on reward structures and processes to employees; the assimilation of employees into new pay structures; the protection of the pay of employees affected by new pay structures and decisions on the rates of pay offered to staff on appointment or promotion. Failure to formulate and follow the reward policies may hinder the effectiveness of reward provision.

Armstrong also provided the best ways in which reward policies should be developed. These reward policies should be developed by referring to the list of policy issues and adding or subtracting items that appear to be most relevant, taking into account the structure, culture, management style and values of the organization, its reward philosophy and its business, HR and reward strategies. Another way is by consulting with those concerned on what policy approach is likely to be most relevant to the business priorities of the organization and the needs of its employees. Not only that, but also by ensuring that the policies are practical (implementable) and will provide the requisite level of guidance for decision and action. Another way is by deciding on the amount of training and guidance that will be required to enable managers and others to implement policies and by communicating the policies to all affected by them.

Jones and George (2008) provide that any pay such as employees’ base salary, pay raise and bonuses is determined by a number of factors such as characteristics of the organization, nature of the job, level of performance and membership in an organization. Characteristics of the organization matter in the sense that nature of the organization may influence the kind and level of payment. Example, many private organizations differ from public organization and from other private organizations in rewarding employees because they are of different nature and they possess different capacity of
running the organization. This is why a worker from public sector can be rewarded poorly compared to a worker from a private organization. The nature of the job matters because two employees with different responsibilities of different nature cannot be rewarded the same as the nature of the work differs. Level of performance is among the major factors that management considers because the performance of an employee is the one that determines the amount, value and frequency of rewards. Example. Employees who perform highly are rewarded highly. The timeframe of employee’s membership in an organization may be considered especially in providing benefits. The longer the employee stays in the organization the higher the benefits.

The authors above have provided the picture that basically there are financial and non-financial rewards. Financial rewards comprise all rewards that have a monetary value and add up to total remuneration. These rewards include base pay, merit pay, skills based pay, incentives, and service related pay, bonuses, financial recognition schemes and benefits such as pensions, sick pay and health insurance. Non-financial rewards comprise of all rewards that are not provided in monetary terms and in most cases they focus on the varying needs of employees such as achievement, recognition, responsibility, influence and personal growth.

2.1.4 Factors inhibiting effective reward provision in public sector

There may be a lot of factors which cause problems in reward provision but some few factors causing the same problem may match depending on how much the problems from different circumstances relate. Each organization may be faced with different factors (internal and external factors) in which some factors may appear in more than one organization and some may not.

Odhiambo and Awuor in their article titled “Factors affecting reward management systems in the healthcare sector in Kenya: a case of National Hospital Insurance Fund”, showed their concern in problems that inhibit effective reward provision. After conducting a research, the findings established that although the NHIF employees are
aware of the existence of a Reward Management system within the organization, they are not familiar with its provisions and most of them believe that it does not favor all employees and are therefore against it. It was recommended that all NHIF employees should be involved in any future reviews of the reward management policies of the organization and there should be an employee training and awareness campaign to familiarize employees with the provisions of the reward management policies. The researcher was also in a position to come up with a suggested effective and fair reward management system that she may use and apply in future. The study recommends that the organizations' consider reward management systems part and parcel of organization policy. Develop a work place policy of on how employee efforts should be rewarded in a structured way and have a proper structure of reward system. Economic theories that influence reward management are the law of demand, efficiency wage theory, human capital theory, agency theory and the effort bargain theory.

2.2 Theories supporting the reward system

2.2.1 Reward philosophy

Reward management is based on a well-articulated philosophy – a set of beliefs and guiding principles that are consistent with the values of the organization. The philosophy recognizes that, if human resource management (HRM) is about investing in human capital from which a reasonable return is required, then it is proper to reward people differently according to their contribution. It means the output produced by the human capital must be recognized by rewarding people. The philosophy of reward management should consider longer-term issues relating to how people should be valued for what they do and what they achieve. This will generate a sense of belongingness to employees and motivate the employees to work effectively. Reward strategies and the processes have to flow from the business strategy. This is important because if these three things will differ from each other the reward provision will not be effective enough to accomplish goals and strategies. Reward management adopts a ‘total reward’ approach, which emphasizes the importance of considering all aspects of reward as a coherent
whole that is linked to other HR initiatives designed to achieve the motivation, commitment, engagement and development of employees. This requires the integration of reward strategies with other HRM strategies, including talent management and human resource development. Reward management is an integral part of an HRM approach to managing people. (Armstrong, 2007:4)

2.2.2 Instrumentality theory

‘Instrumentality’ is the belief that if we do one thing it will lead to another. In its crudest form, instrumentality theory states that people work only for money. The theory emerged in the second half of the 19th century, when the emphasis was on the need to rationalize work and to concentrate on economic outcomes. Instrumentality theory is based on the principle of reinforcement, which states that, with experience in taking action to satisfy needs, people perceive that certain actions help to achieve their goals while others are less successful. Success in achieving goals and rewards therefore acts as a positive incentive and reinforces the behavior, which is repeated the next time a similar need emerges. Conversely, failure or punishment provides negative reinforcement, suggesting the need to seek alternative means of achieving goals. This process has been called the law of effect. (Armstrong, 2007:123)

2.2.3 Equity Theory

According to equity theory which was first developed in 1963 by John Stacey Adams, an employee’s perception of how fairly he/she is treated depends on comparing his/her situation with others. It explains satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. A reward given to an employee should be equal to what he has achieved or produced (equal pay for equal work) and it should be equal to what others are rewarded for the same potion of responsibilities done somewhere else. Rewards need a purpose and a value. They have to be designed so as to enable constructive changes in employee behavior. Rewards do not always have to be material. They can be pad on a shoulder or acknowledgement of one’s
good performance to others. To be able to create effective rewards, HR managers need to understand what motivates employees, what employees value most and what employees think is fair. (Senyucel, 2009:69)

2.2.4 Expectancy theory

The core process theory is expectancy theory. The concept of expectancy was originally contained in the valence–instrumentality–expectancy (VIE) theory formulated by Vroom (5). Valence stands for value, instrumentality is the belief that if we do one thing it will lead to another, and expectancy is the probability that action or effort will lead to an outcome. The strength of expectations may be based on past experience (reinforcement), but individuals are frequently presented with new situations – a change of job, payment system or working conditions imposed by management – where past experience is an inadequate guide to the implications of the change. In these circumstances, motivation may be reduced. (Armstrong, 2007:125)

Expectancy theory is the best theory that can support this study because it focuses on all three parts of motivation equation which are input (effort), performance and outcomes. This is supported by Jones and George (2008) as he explains about expectancy, instrumentality and valence as the major factors that determine a person’s motivation. According to expectancy theory, high motivation results from high level of expectancy, instrumentality and valence. If any one of these factors is low, motivation to perform well is likely to be low. No matter how tightly desired outcomes are linked to performance, if a person thinks it is practically impossible, he/she will not be motivated so as to perform well and be rewarded. But if these factors are high, an employee will be highly motivates to perform well and produce high results hence be rewarded for the good work.

2.3 Empirical Literature Review

This part intends to show what other researchers have observed on the concept of reward system.
A reward system consists of a number of interrelated processes and activities which combine to ensure that reward management is carried out effectively to the benefit of the organization and the people who work there. Reward strategy sets out what the organization intends to do in the longer term to develop and implement reward policies, practices and processes which will further the achievement of its business goals. Reward policies address broad issues such as the level of rewards taking into account ‘market stance’ – how internal rates of pay should compare with market rates, eg aligned to the median or the upper quartile rate; achieving equal pay; the relative importance attached to external competitiveness and internal equity; the approach to total reward; the scope for the use of contingent rewards related to performance, competence, contribution or skill; the role of line managers; transparency – the publication of information on reward structures and processes to employees. (Armstrong, 2009: 739)

Rating is one of the important items that can be used to reward a person by performance or contribution pay. Rating is helpful as it shows ability of employees in performance that the management can get a picture on who is the best in performance and who follows. It is impossible to have performance or contribution pay without ratings – there has to be a method that relates the size of an award to the level of individual achievement. However, many organizations with contribution or performance pay do not include ratings as part of the performance management process – 23 per cent of the respondents to the e-reward 2005 survey. (Armstrong, 2009: 625)

Beardwell et al (2004) discussed the notion of reward as an integral part of the managerial function which results from the definition of the employment relationship as a wage/effort bargain.; as such, the management has to determine the level of effort which constituted a ‘fair day’s work’. The management has to adopt various forms of reward system in order to communicate to the employees the required effort levels and to evaluate the levels of effort exerted. So organizations have developed a performance management process which relies on the interaction between behaviors and values. These have included cafeteria pay systems, merit-based pay, team-based pay,
management by objectives, 360-degree and other appraisal systems, designed to wrestle control of the effort side and return the levels of productivity purchased in the labor market.

Khan (2006) in his article “Achieving Excellence through Total Commitment” argued that performance of employees plays a key role in helping organizations in achieving excellence. On the other hand, non-committed and disloyal employees can ruin grand plans and hamper strategies for achieving excellence. It is thus extremely important that companies give more attention to fostering commitment in their employees. By removing roadblocks which retard employees’ commitment and incorporating conditions and adopting positive strategies for instilling commitment so that companies can achieve great results. Designing an effective reward system can be among positive strategies for increasing commitment and performance of employees in companies.

Therkildsen (2007:50) observed that organizations performing above average in general seem to use effective reward system that involves provision of special duty allowances slightly more often than those that perform below average30 and that management (in some organizations) may use such allowances as rewards for individual performance. In his report there was another major finding that pay/allowance differentials across organizations - and even across the public sector - may have a significant impact on staff motivation. The focus group discussions were used and they showed that staff had very firm opinions about the fairness of their own salaries. Fairness was judged by comparing their own salary to that of colleagues working in their own or in other public organizations. Their yardstick was that staff with comparable experiences and skills should be paid the same. They found it unfair and de-motivating for their own work effort if pay differentials were not (in their opinion) based on these criteria.

Poor countries, which aim to enhance pay for their public and private servants, face severe budgetary constraints which lead to ineffective reward provision as the budget fails to cover effective payments for all employees as required –especially now that recruitment of staff to the social sectors is increased in efforts to meet the goals set.
Moreover, government commitments to pay reform have often turned out to be less than credible and this is strongly discouraging staff motivation. (Kiragu & Mukandala: 2004)

Win Van de Stede (2009) in his article titled “Designing Effective Reward Systems” he proposed constructive ways to improve incentive system. He proposed that organization should inspect three elements of their reward system which are incentive strength, incentive type and incentive horizon. In incentive strength, organizations should consider weaker incentives and find ways to improve them so that they can be effective as strong incentives. In incentive type, organization should utilize any relevant information about an employee’s performance in preparing a bonus plan so that an employee can understand why he/she was given that much of a bonus. Incentive horizon the organization should focus on long-term performance and rewards. Also in measuring performance, organizations have to be careful. Because when incentives are misdirected due to poor measurements, they only take the organization off course faster. Since what you measure is what you get, and because incentives work, it is clear that strong incentives will have strong effects, both good and bad. So if what is measured is not what is intended strong incentives will only get the organization faster to the undesired results. Also, employees often take actions to improve short-term performance without creating long-term value. To mitigate this, organization could consider redesigning their incentive system to capture performance measured over longer periods. Most incentive systems are far from perfect. Therefore it is important to understand where the incentive system fall short and how those shortfalls can be addressed. Distorted and ineffective incentives when left unchecked can have devastating effects.

Parker (2008) focused on traditional incentives, non-traditional incentives and benefits and finding out what employees want and giving it to them. He pointed out productive alternatives to award employee which are not monetary. Employee training, for example, can be rewarding to the employee and productive to the store. Travel to such training is a legitimate business expense which is non-taxable. Sending the employee to a desired location can be motivational. Money is not the only motivator in work and in
life. Although it is a key consideration for many people, it is not always the most important. Findings clearly indicate motivators are different among people and generally fall into the following priority order for the top five: Intellectual stimulation found in doing the job, freedom to plan and be responsible for one’s own work, freedom to plan one’s own time at and away from work, pay for work performed and recognition for work performed. Managers can use information about what motivates workers to their and the employees’ advantage. The employer may be able to reward employees with things which do not have a direct or high cost. In many cases, the perceived value of a reward given to an employee increases because it is exactly what the employee wants and needs at the time. Managers should be talking with employees and ask them what they want on a continuing basis, evaluating their progress and determining how best to facilitate their work. This is an opportunity to inquire with simple questions such as: You’ve done a really fine job here today. How can we recognize you for what you have done? Or what can we do that will make you enjoy your work more?
3.0 Introduction

Research methodology is a way to systematically solve the research problem. The chapter provides a framework upon which a study is grounded. Various steps that will be adopted by the researcher in studying her research problem along with the logic behind them (Kothari:2004).

This chapter is categorized into study area, research design, population of the study, sample size and sampling techniques, sources of data, data collection methods, data processing and analysis and expected outcome of the study.

3.1 Study area

Study area is a place with geographic boundaries where the study will be conducted. This area is selected basing on important criteria such as nature and incidence of the problem and location of victims of the problem, research timeframe and data accessibility, resource availabilities, client’s interests and instructions and goals and objectives of the study. In selecting a study, convincing reasons should be provided as it will be helpful in justification of a researcher’s study area. In study area, a researcher can also explain its location, geographical boundaries, ecological characteristics and economic, social and cultural activities. One can also give information on various activities undertaken in the area if there is any connection between activities undertaken there and the research to be conducted. (Msabila & Nalaila:2013:35)

The study was conducted at Tanzania Forestry Research Institute (TAFORI). TAFORI is a public institutes under public sector under the Ministry of Natural Resources and Tourism. TAFORI has typical features of public sector with employees from all levels of management who can provide the intended information which can be used as primary data.
This study was carried out in two units/stations of TAFORI which are TAFORI headquarter which is located in Morogoro and Lushoto Silviculture Research Centre (LSRC) located in Lushoto District in Tanga region. In Morogoro Municipality, TAFORI headquarter is located along Morogoro-Dar es salaam road near Kingolwira. The headquarter coordinates all matters concerning forestry research in all sub-stations in the country, and facilitate their economical needs. The Lushoto Silviculture Research is a sub-station of TAFORI Centre which is located along Lushoto-Shume road about 5 Kilometre from Lushoto urban. It is mainly mandated to carry out forestry related researches in North East highland forests such as Amani Nature Reserve. However, the station is also eligible to carry out forestry research activities in other forests in a Tanzania.

3.2 Research design

Msabila and Nalaila (2013:27-34) defined research design as a plan on how a study will be conducted or a detailed outline of how an investigation will take place. It provides a series of sign posts to keep one in the right direction. There are different types of designs depending on the type of research study and research approach employed. For quantitative studies, there are exploratory design (case study), descriptive design, relational/ correlation research design and experimental research design. Exploratory design is for small samples to build a theory or study phenomena as it entails investigation that seeks to describe in detail a unit. Descriptive design involves observing and describing the behavior of a subject without influencing it in any way. It is used for large samples using survey as a method. It can cross-sectional or longitudinal. Relational/ co relational design indicates the degree of relationship or correlation or association between variables. Experimental /causal design is the design of any information- gathering exercises where variation is present, whether under the full control of the experimenter or not. It intends to carry out experiment by imposing a treatment on a group of subjects so as to observe the response.
For qualitative studies there is explanatory design (case study), interpretive design and critical research design. Case study design is for studies intended to explain certain phenomena and/or build a theory. Interpretive research design is for researches that focus on analytically disclosing the meaning-making practices of human actors while showing how those practices configure to generate observable outcomes. Critical research design is for researches which are evaluative in nature focusing on examining strength and weaknesses of certain system.

Bhattacherjee (2012:10) defines a case study research design as an intensive description and analysis of a single situation. Detailed information is collected from the unit in order to describe or explain certain processes, structures, patterns and behaviours. Case studies frequently make use of qualitative and quantitative data. For Example, one can study a whole university as an entity and make conclusion basing on response obtained from the sample selected, it could be some students, lecturers, administration staffs or any other staffs from that university. It can be in terms of academic performance, administration performance or social circumstances of the location.

A researcher chose to use case study design as it is a type of research design that provides a microscopic study of social unit. It investigates deeper in TAFORI and it describes the phenomena in details. The complete information about TAFORI was obtained through a case study. Both the general and specific characteristics of a unit are carefully studied. It also gives a vast field of experience for researcher; as it studies all the varied factors of life in a case study and a researcher has the opportunity to deal with divergent circumstances and situations encountered in practical life. Also variety of approaches and techniques can be used in a case study design for the purpose of collecting data. Interviews, questionnaires, oral discussions, documents, letters, diaries, records and many other types of approaches were used during data collection. A case study design is helpful in understanding of Study Problem; the researcher selected some of the TAFORI units and identifies the study problem for case study. Not only the variety of inherent problems but the study problem in its totality.
Qualitative approach was implemented in this study where a researcher used case study/explanatory research design. It covered only a single institute which is TAFORI. This ensured in-depth examination of reward provision at TAFORI together with its impacts.

3.3 Population of the study

Population of the study can be defined as all people or items (unit of analysis) with the characteristics that one wishes to study. The unit of analysis may be a person, group, organization, country, object, or any other entity that you wish to draw scientific inferences about (Bhattacherjee: 2012:67)

The population at TAFORI included employees who are permanently and temporarily employed. It also included employees of all ages from top management to lower management. A researcher chose few employees as a sample to be studied. From this population a researcher was able to get adequate information as the population contained employees with different levels of experience.

3.4 Sample size and sampling techniques

3.4.1 Sample size

Milanzi (2009:43) defines sample as any subset of a population. It is a portion of the population that is studied to learn about something in the population. A sample is found where only a proportion of members of the whole population are measured. The portion chosen to represent the population will become the sample size that a researcher will use to obtain first hand information/primary data.

Sample size of this study had 30 respondents, 15 respondents from TAFORI headquarters which represent about 31.25% of total employees and 15 respondents from Lushoto Silviculture Research Centre which represents 70.5% of total employees at the station. TAFORI headquarters has three main departments which are Finance and Administration department, Forest Utilization department and Forest Production Research department while Lushoto Silviculture Research Centre has two department
namely Finance and Administration department and Forest Production Research department. The researcher involved employees from all departments and all levels of management so as to get a clear picture of the studied problem. This was accomplished by selecting respondents depending on simple random sampling technique and purposive sampling. Purposive selection of key informants for interview was carried out especially for department heads and Director General (DG) for interview and some employees from each department were selected by simple random sampling method depending on accessibility of employees at the time.

3.4.2 Sampling techniques

A researcher used probability and non-probability sampling techniques.

Probability sampling is also known as ‘random sampling’ or ‘chance sampling’. Under this sampling design, every item of the universe has an equal chance of inclusion in the sample. Here it is blind chance alone that determines whether one item or the other is selected. The results obtained from probability or random sampling can be assured in terms of probability

Non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample. Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgment sampling. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. (Kothari: 2004:59,60)

In probability sampling, simple random sampling technique was applied in selecting respondents and in non –probability sampling, purposive sampling was used by a researcher.
3.4.2.1 Simple random sampling

Adam and Kamuzora (2008) defines simple random sampling as a probability sampling whereby all members in the population have equal chance of being selected form a sample. Using this technique will involve selecting the sample randomly from the sample frame without replacement.

The researcher chose to use this technique because it avoids biasness as every TAFORI employee will have equal chance of being selected. Also this is a suitable technique to be used at TAFORI as it is the organization with small population in most of its units. It is free of classification error, and it requires minimum advance knowledge of the population. To accomplish this technique, a list of employees in each department in selected stations was prepared. A proportion of employees required from each sub-department was computed. Then respondents were selected by using random numbers generated from a computer by using excel program. 30 respondents obtained from the proportion were used as a sample from which data will be obtained.

3.4.2.2 Purposive/ Judgmental sampling.

Kothari (2004) defines this sampling method as the decision with regard to which element/ item should be included or excluded in the sample which rests on the researcher’s judgment and intuition. In this non-probability sampling method, a researcher selects his/her sample specifically for serving a certain purpose.

According to Kothari (2004), purposive technique enables the researcher to choose respondents basing on the fact that they have desirable characteristics and variables related to the issue being studied. At TAFORI a researcher selected a head of department and one employee for the purpose of obtaining information on the situation that employees face at work which is a result of decisions made by heads of department. Also she chose a head of department for the purpose of obtaining information on problems that the management faces in leading other employees, something that he/she may not get from other employees.
3.5 Sources of data

There are two types of data. Primary data and secondary data. According to Adam and Kamuzora (2008), Primary data are data collected by the researcher himself/herself or by research assistants from the field for the purpose of answering a research questions. Secondary data are data obtained from literature sources or data collected by other people for some other purposes. Thus secondary data provide second hand information and include both raw material and published one (Adam & Kamuzora, 2008).

The searcher used both primary data and secondary data in carrying out her research. Primary data were obtained from the field using the sample collected where by a researcher used questionnaires and interview so as to obtain first hand information. A researcher obtained secondary data from library books, journals, government and research findings, annual reports, booklets, files and articles found at the area of study.

3.6 Data collection methods

Data collection methods are methods used in collecting data and they may also indicate the instruments/tools to be employed. There are primary data collection methods and secondary data collection methods. Primary data collection methods are such as questionnaires, interviews, focus group discussion and observation. Secondary data collection methods are documentary analysis, narrative analysis, history inquiries, films, videos and photographs. (Msabila & Nalaila: 2013:41).

3.6.1 Questionnaires

Questionnaire consists of a number of questions printed or typed in a definite order on a form or set of form. There are open ended questionnaires and closed ended questionnaires (Kothari: 2004). Close-ended questions are those which can be answered by pre-determined responses bound e.g. "yes" or "no," while open-ended questions are those which require more thought and more than a simple one-word answer. Closed questions facilitates researcher to analyses the study problem broadly by getting wide range of answers of the subject problem.
A researcher chose to use questionnaires because it involves low cost even when the universe is large and is widely spread geographically. It is free from the bias of the interviewer; answers are in respondents’ own words. This enables a researcher to get reliable information about TAFORI. Also respondents get adequate time to give well thought out answers as questionnaires can be left with TAFORI employees and researcher can collect them another day. Respondents, who are not easily approachable, can also be reached conveniently.

A researcher prepared the questions in English and Swahili language and they were orderly printed and distributed to different respondents who answered the questions and returned the questionnaires. This method was chosen by a researcher because it helped to get much information from different respondents and using short time without scheduling a meeting with them so it saves time.

### 3.6.2 Interviews

Kothari (2004) defines interviews as face to face conversations between the research and respondents will be conducted to get information, views and opinion from the respondents. Here a researcher asks questions and respondents answer them. There are structured interview and unstructured interview.

A researcher used interviews because they give room for clarification if something is not understood by a respondent hence it ensures correct and reliable answers. Also it is the best way of acquiring sensitive information about a social unit as respondents will be free to provide sensitive information that they may not be comfortable providing it in writing. According to Kothari (2004) this method can be used through face to face interview between a researcher and a respondent and if possible through telephone interview in circumstances where a meeting with a respondent is impossible. So this is an added advantage as a researcher was able to conduct interview without traveling to reach the respondents who are far away.
Interviews were carried out to heads of departments, director general and some department responsible for handling sensitive matter such as department of finance. Both structured and unstructured interviews were used depending on the nature of data needed from the respondents. Also this was the best way of getting information from heads of departments of TAFORI as they were able to provide some sensitive information that could not be given by other ordinary workers of the institute. In this study confidentiality of information was observed, the researcher was friendly and unbiased in conducting interviews.

3.7 Data processing and analysis

The collected data was edited to detect errors and omission and thereafter coded prior to analysis. The Statistical Package for Social Sciences (SPSS) version 22 was used to enter data collected from correspondent using questionnaire. SPSS has been chosen due to the fact that it has an advantage of taking data from almost any type of data and use them to generate tabulated reports, charts, and forms.

Both qualitative and quantititative methods of data analysis were used in this study. Content analysis technique was employed to analyze qualitative data. Data from questionnaire was analyzed using Statistical Package for Social Sciences (SPSS) Computer Programme Version 16.

The data collected from questionnaires and interview were analyzed by using the Statistical Package for Social Science (SPSS) which involved the presentation of findings descriptive in form of frequency table with varying percentages. A researcher decided to use this analysis method because qualitative methods give factual, logical and accurate findings for qualitative data. Data were presented using tables and explanation was provided in words concerning the data presented after every table for comprehension.
3.8 Expected outcome of the study

The main outcome of this study is documentation of underlying factors inhibiting implementation of effective reward provision in public organization. This was coupled with recommendations which are expected influence the organization management to use the resources they have to get an effective reward system that will motivate employees to work hard so that the organization can achieving its goals.

Also among other expectations, this study is expected to show how rewards including tangible and intangible awards like monetary incentives, non-monetary incentives such as recognition, respect from fellow co-workers, growth opportunities like promotion and other opportunities can improve employee’s performance.
CHAPTER FOUR

RESEARCH FINDINGS, DISCUSSION AND IMPLICATION OF THE FINDINGS

4.0 Introduction

This chapter presents findings obtained from the field together with the discussion and implication of the findings. A researcher used questionnaires and interviews as methods of collecting data. The findings presented in this chapter will be categorized into findings from questionnaires and findings from interviews. The data collected from the field and analyzed basing on objectives of the study and research questions. The data collected from questionnaires were analyzed by using the Statistical Package for Social Science (SPSS) for software package version 22.0 and the descriptive findings have been obtained and presented in form of frequency tables with varying percentages. The objectives of the study were to identify the kind of rewards, the policy and procedures of the reward system and investigate on factors inhibiting implementation of effective reward provision in public organizations using TAFORI as the case study. Also the study was aimed at finding out if there are any efforts applied to solve the problem of reward management at TAFORI.

4.1 Findings from Questionnaires

The 30 questionnaires were equally distributed to respondents from both areas Morogoro headquarters and Lushoto Silviculture Centre. Basing on the social economic characteristics of respondents and research objectives, the responses were presented as follows:

4.1.1 Socio-economic characteristics of respondents

The respondents from both areas (Morogoro and Lushoto) were characterized by gender, age, marital status, department, education level and working experience. These elements are important as they may determine the nature of responses from respondents on one way or another. Not only the responses but also reasons which lead to the responses
obtained. The next subheadings will present results in relation to gender, age, education level and working experience.

(i) Respondents distributed by gender
The findings show that 56.7% of respondents were male respondents where by 33.3% of them was from Lushoto and 23.3% of them were from Morogoro. Also the findings show that 43.3% of the remaining respondents were female respondents where by 16.7% of them was from Lushoto and 26.7% of them were from Morogoro. These findings show that the amount of female and male respondents almost balanced as there is a very slight difference. Therefore, the findings suggest that the respondents were almost equally selected which ensures the availability of data without biasness as the institute contains both female and male employees.

Table 1: Gender of respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Lushoto</th>
<th></th>
<th>Morogoro</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percentage</td>
<td>Frequency</td>
<td>Percentage</td>
<td>Frequency</td>
<td>Percentage</td>
</tr>
<tr>
<td>Female</td>
<td>5</td>
<td>16.70%</td>
<td>8</td>
<td>26.70%</td>
<td>13</td>
<td>43.30%</td>
</tr>
<tr>
<td>Male</td>
<td>10</td>
<td>33.30%</td>
<td>7</td>
<td>23.30%</td>
<td>17</td>
<td>56.70%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>50.00%</td>
<td>15</td>
<td>50.00%</td>
<td>30</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

(ii) Respondents distributed by age
The findings show that majority of respondents (33.3%) were aged between 20 -40 years in which 20% of them were from Morogoro and 13.3% of them were form Lushoto. Another 30% of respondents were aged between 51-60 and all of them were from Lushoto. Another 20% of respondents were added between 41-50 whereby 16.7% were from Morogoro and 3.3% were from Lushoto. And lastly 16.7% of respondents were aged between 31-40 years where by 13.35% were form Morogoro and 3.3% of them were form Lushoto. These findings suggest that the study has involved respondents form different age groups so as to include youths and old people in general.
Table 2: Age distribution of respondents

<table>
<thead>
<tr>
<th>Age class</th>
<th>Lushoto Frequency</th>
<th>Lushoto Percentage</th>
<th>Morogoro Frequency</th>
<th>Morogoro Percentage</th>
<th>Total Frequency</th>
<th>Total Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
<td>4</td>
<td>13.30%</td>
<td>6</td>
<td>20.00%</td>
<td>10</td>
<td>33.30%</td>
</tr>
<tr>
<td>31-40</td>
<td>1</td>
<td>3.30%</td>
<td>4</td>
<td>13.30%</td>
<td>5</td>
<td>16.70%</td>
</tr>
<tr>
<td>41-50</td>
<td>1</td>
<td>3.30%</td>
<td>5</td>
<td>16.70%</td>
<td>6</td>
<td>20.00%</td>
</tr>
<tr>
<td>51-60</td>
<td>9</td>
<td>30.00%</td>
<td>0</td>
<td>0.00%</td>
<td>9</td>
<td>30.00%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>50.00%</td>
<td>15</td>
<td>50.00%</td>
<td>30</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

(iii) Respondents distributed by time spend in TAFORI

The findings show that 36.7% of respondents have working experience that range between 6 and 10 years whereby 30% are from Morogoro and 6.7% are from Lushoto. Also 26.7% of employees have worked for 5 years and below in which 13.3% are from Morogoro and 13.3% are from Lushoto. 10% of respondents have work experiences that range from 26-30 years and all of them are from Lushoto. Lastly, 6.7% of respondents have worked at TAFORI for years that range between 11-20 and 21-25 whereby 3.3% are from Morogoro and 3.3% were from Lushoto and the same applies to both circumstances.

Table 3: Period in which respondents have been working with TAFORI

<table>
<thead>
<tr>
<th>Years</th>
<th>Lushoto Frequency</th>
<th>Lushoto Percentage</th>
<th>Morogoro Frequency</th>
<th>Morogoro Percentage</th>
<th>Total Frequency</th>
<th>Total Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;5</td>
<td>4</td>
<td>13.30%</td>
<td>4</td>
<td>13.30%</td>
<td>8</td>
<td>26.70%</td>
</tr>
<tr>
<td>6-15</td>
<td>2</td>
<td>6.70%</td>
<td>9</td>
<td>30.00%</td>
<td>11</td>
<td>36.70%</td>
</tr>
<tr>
<td>15-20</td>
<td>1</td>
<td>3.30%</td>
<td>1</td>
<td>3.30%</td>
<td>2</td>
<td>6.70%</td>
</tr>
<tr>
<td>21-25</td>
<td>1</td>
<td>3.30%</td>
<td>1</td>
<td>3.30%</td>
<td>2</td>
<td>6.70%</td>
</tr>
<tr>
<td>26-30</td>
<td>3</td>
<td>10.00%</td>
<td>0</td>
<td>0.00%</td>
<td>3</td>
<td>10.00%</td>
</tr>
<tr>
<td>31-35</td>
<td>1</td>
<td>3.30%</td>
<td>0</td>
<td>0.00%</td>
<td>1</td>
<td>3.30%</td>
</tr>
<tr>
<td>36-40</td>
<td>3</td>
<td>10.00%</td>
<td>0</td>
<td>0.00%</td>
<td>3</td>
<td>10.00%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>50%</td>
<td>15</td>
<td>50%</td>
<td>30</td>
<td>100%</td>
</tr>
</tbody>
</table>

(iv) Respondents distributed by education level

The findings show that majority of respondents (43.3%) have reached primary education whereby 26.7% of them are from Lushoto and 16.7% are from Morogoro. Also 20.0% of respondents have reached secondary level, 6.7% being respondents from Lushoto and
13.3% being respondents from Morogoro. Also 10% of respondents have reached certificate level whereby 6.7% are from Lushoto and 3.3% are from Morogoro Headquarters. The findings show that 6.7% of respondents have bachelor degree level qualification, all of them being respondents from Lushoto and lastly the respondents with masters’ degree qualification have covered 20% of all respondents whereby 3.3% of them are from Lushoto and 16.7% of them are firm Morogoro Headquarters.

### Table 4: Education level of respondents

<table>
<thead>
<tr>
<th>Education level</th>
<th>Lushoto</th>
<th></th>
<th>Morogoro</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent%</td>
<td>Frequency</td>
<td>Percent%</td>
<td>Frequency</td>
<td>Percent%</td>
</tr>
<tr>
<td>Primary</td>
<td>8</td>
<td>26.70</td>
<td>5</td>
<td>16.70</td>
<td>13</td>
<td>43.30</td>
</tr>
<tr>
<td>Secondary</td>
<td>2</td>
<td>6.70</td>
<td>4</td>
<td>13.30</td>
<td>6</td>
<td>20.00</td>
</tr>
<tr>
<td>Certificate</td>
<td>2</td>
<td>6.70</td>
<td>1</td>
<td>3.30</td>
<td>3</td>
<td>10.00</td>
</tr>
<tr>
<td>Bachelor</td>
<td>2</td>
<td>6.70</td>
<td>0</td>
<td>0.00</td>
<td>2</td>
<td>6.70</td>
</tr>
<tr>
<td>Masters</td>
<td>1</td>
<td>3.30</td>
<td>5</td>
<td>16.70</td>
<td>6</td>
<td>20.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>15</td>
<td>50.00</td>
<td>15</td>
<td>50.00</td>
<td>30</td>
<td>100.00</td>
</tr>
</tbody>
</table>

#### 4.1.2 The kinds of rewards provided

The findings show that 40% of respondents said that there are no rewards provided at TAFORI, 30% of them being respondents from Morogoro Headquarter and 10% were from Lushoto. The remaining 60% of respondents agreed that rewards are provide at TAFORI and respondents provided different answers as presented below.

The findings show that 46.7% of respondents mentioned rewards provided to best employees during mei mosi as a kind of reward provided at TAFORI. Rewards provided after successful completion of tasks were mentioned by 6.7% all being respondents from Morogoro headquarter and the last 6.6% mentioned promotions as a kind of rewards provided.
<table>
<thead>
<tr>
<th>Kinds of rewards</th>
<th>Lushoto</th>
<th></th>
<th>Morogoro</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td>Frequency</td>
<td>Percent</td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>No rewards</td>
<td>3</td>
<td>10.00%</td>
<td>9</td>
<td>30.00%</td>
<td>12</td>
<td>40.00%</td>
</tr>
<tr>
<td>Rewards for best workers</td>
<td>10</td>
<td>33.30%</td>
<td>4</td>
<td>13.40%</td>
<td>14</td>
<td>46.70%</td>
</tr>
<tr>
<td>Successful completion of tasks</td>
<td>0</td>
<td>0.00%</td>
<td>2</td>
<td>6.70%</td>
<td>2</td>
<td>6.70%</td>
</tr>
<tr>
<td>Promotions</td>
<td>2</td>
<td>6.60%</td>
<td>0</td>
<td>0.00%</td>
<td>2</td>
<td>6.60%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>50.00%</td>
<td>15</td>
<td>50.00%</td>
<td>30</td>
<td>100%</td>
</tr>
</tbody>
</table>

### 4.1.3 Awareness on reward policies and procedures

Concerning awareness on reward policies, 76.7% which means majority of respondents were not aware of any reward policies that are supposed to be followed in rewarding employees, 36.7% being respondents from Lushoto and 46.7% being respondents from Morogoro Headquarter. The remaining 23.3% of all respondents were aware of reward policies and they mentioned them as follows:

The findings show that 16.6% all being respondents from Lushoto mentioned effective work performance as a policy followed in rewarding employees. Also 3.3% being a response from Lushoto centre mentioned TAFORI staff curricular No.4 of 2000 as a source of reward policies and lastly 3.3% which was a response from Lushoto which mentioned RAAWU Regulation as a source of reward policies followed.
Table 6: Awareness on reward policies

<table>
<thead>
<tr>
<th>Reward Policies</th>
<th>Lushoto</th>
<th></th>
<th>Morogoro</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent %</td>
<td>Frequency</td>
<td>Percent %</td>
<td>Frequency</td>
<td>Percent %</td>
</tr>
<tr>
<td>Do not know</td>
<td>8</td>
<td>26.70</td>
<td>15</td>
<td>50.0</td>
<td>23</td>
<td>76.70</td>
</tr>
<tr>
<td>TAFORI staff curricular No.4</td>
<td>1</td>
<td>3.30</td>
<td>0</td>
<td>0.00</td>
<td>1</td>
<td>3.30</td>
</tr>
<tr>
<td>Effective work performance</td>
<td>5</td>
<td>16.6</td>
<td>0</td>
<td>0.00</td>
<td>5</td>
<td>16.6</td>
</tr>
<tr>
<td>Regulations by RAAWU</td>
<td>1</td>
<td>3.30</td>
<td>0</td>
<td>0.00</td>
<td>1</td>
<td>3.30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>15</td>
<td>50.00%</td>
<td>15</td>
<td>50.00%</td>
<td>30</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Concerning reward procedures, 50% of respondents were not aware of any procedures that are supposed to be followed in rewarding employees. The remaining 50% of respondents were aware of those reward procedures and they mentioned them as follows.

The findings show that 13.3% of respondents mentioned that regulations from RAAWU provide procedures for rewarding employees where 6.6 were respondents from Lushoto and 6.6% were respondents from Morogoro headquarter. Another 13.3% of respondents mentioned reward procedure that starts with assigning duties, supervision, monitoring of performance, performance evaluation and end with rewarding employees where 10% were from Lushoto centre and 3.3% were from Morogoro headquarters. Another 13.3% of respondents mentioned voting for one person among the selected employees and later given reward and letter of recognition as a reward procedure. The procedures from Regulations provided in TAFORI Staff Curricular no4 of 2000 were mentioned by 10% of respondents all of them being from Morogoro headquarters.
Table 7: Awareness on reward procedures

<table>
<thead>
<tr>
<th>Reward procedures</th>
<th>Lushoto</th>
<th>Morogoro</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percentage</td>
<td>Frequency</td>
</tr>
<tr>
<td>Do not know</td>
<td>7</td>
<td>23.30%</td>
<td>8</td>
</tr>
<tr>
<td>Regulations by RAAWU</td>
<td>2</td>
<td>6.60%</td>
<td>2</td>
</tr>
<tr>
<td>Regulations by TAFORI Staff curricular No. 4 of 2000</td>
<td>0</td>
<td>0.00%</td>
<td>3</td>
</tr>
<tr>
<td>Voting for one person among the selected employees</td>
<td>4</td>
<td>13.30%</td>
<td>0</td>
</tr>
<tr>
<td>Assign duties, supervision, monitoring of performance, performance evaluation and rewarding employees</td>
<td>3</td>
<td>10.00%</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>15</td>
<td>50.00%</td>
<td>15</td>
</tr>
</tbody>
</table>

4.1.4 Factors inhibiting effective reward provision

The findings show that 50% of respondents did not give any information concerning factors inhibiting effective reward provision 30% of them being respondents from Lushoto and 20% of them were from Morogoro headquarters. The remaining 50% of employees mentioned different factors inhibiting effective reward provision from being implemented such as follows.

Respondents who mentioned no chance for suggestions covered 16.6% where 6.6% were respondents from Lushoto Headquarter and 10% were respondents from Morogoro Headquarter. Respondents who mentioned no funds from the government covered 23.1% where 13.2% were from Lushoto and 9.9% were from Morogoro Headquarter. Small income generated by the institute was among the factors mentioned by 3.3% of respondents all of them being respondents from Morogoro headquarter. Laziness of some workers was also mentioned by 3.3% where all of them being respondents from Lushoto and lastly favouritism in the management was mentioned by 3.3% of respondents all of them being from Lushoto centre.
Table 8: Factors inhibiting effective reward provision

<table>
<thead>
<tr>
<th>Factors inhibiting effective reward provision</th>
<th>Lushoto Frequency</th>
<th>Lushoto Percentage</th>
<th>Morogoro Frequency</th>
<th>Morogoro Percentage</th>
<th>Total Frequency</th>
<th>Total Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No rewards provided</td>
<td>9</td>
<td>30.00%</td>
<td>6</td>
<td>20.00%</td>
<td>15</td>
<td>50.00%</td>
</tr>
<tr>
<td>No chance for suggestions</td>
<td>2</td>
<td>66.00%</td>
<td>3</td>
<td>10.00%</td>
<td>5</td>
<td>16.60%</td>
</tr>
<tr>
<td>No funds from the government</td>
<td>4</td>
<td>13.20%</td>
<td>3</td>
<td>9.90%</td>
<td>7</td>
<td>23.10%</td>
</tr>
<tr>
<td>Small income of the institute</td>
<td>0</td>
<td>0.00%</td>
<td>1</td>
<td>3.30%</td>
<td>1</td>
<td>3.30%</td>
</tr>
<tr>
<td>Laziness of some workers</td>
<td>1</td>
<td>3.30%</td>
<td>0</td>
<td>0.00%</td>
<td>1</td>
<td>3.30%</td>
</tr>
<tr>
<td>Favouritism in the management</td>
<td>1</td>
<td>3.30%</td>
<td>0</td>
<td>0.00%</td>
<td>1</td>
<td>3.30%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15</strong></td>
<td><strong>50.00%</strong></td>
<td><strong>15</strong></td>
<td><strong>50.00%</strong></td>
<td><strong>30</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

4.1.5 Efforts done to solve the problem

The findings show that 90% of respondents provided that there were no efforts that have been done by TAFORI so as to solve the problem. Among them 46.7% were from Morogoro Headquarter and 43.3% were from Lushoto. The findings also show that 3.3% of all respondents who were all from Lushoto agreed that there were efforts done by TAFORI, that there was the move to review the curriculum. Also the findings show that 3.3% of all respondents who were also from Lushoto agreed that there were efforts which were to strengthen worker’s union RAAWU and to measure workers’ effectiveness in all levels of the institute. The findings also show that 3.3% of all employees agreed that there were efforts which were to formulate new reward guidelines and encourage researchers to send their publications to internationally recognized journals.

Table 9: Efforts done to solve the problem

<table>
<thead>
<tr>
<th>Efforts done</th>
<th>Lushoto Frequency</th>
<th>Lushoto Percentage</th>
<th>Morogoro Frequency</th>
<th>Morogoro Percentage</th>
<th>Total Frequency</th>
<th>Total Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No efforts</td>
<td>13</td>
<td>43.30%</td>
<td>14</td>
<td>46.70%</td>
<td>27</td>
<td>90.00%</td>
</tr>
<tr>
<td>Review curriculum</td>
<td>1</td>
<td>3.30%</td>
<td>0</td>
<td>0.00%</td>
<td>1</td>
<td>3.30%</td>
</tr>
<tr>
<td>Strengthen RAAWU</td>
<td>1</td>
<td>3.30%</td>
<td>0</td>
<td>0.00%</td>
<td>1</td>
<td>3.30%</td>
</tr>
</tbody>
</table>

Encourage International publications

|                              |                   | 0                 | 0.00%              | 1                  | 3.30%           |
| Total                        | 15                | 50.00%            | 15                 | 50.00%             | 30             | 100.00%         |
4.2 Findings from interviews

A researcher conducted four interviews with the heads of departments and the director general of the institute. TAFORI has three major departments which are Department of Finance and Administration, department of Forest production and research and the department of Forest Utilization and research. Some departments operate in other TAFORI centers depending on the needs and activities of the place. Basing on research objectives, the responses from interviews are presented as follows:

4.2.1 The kinds of rewards

All key informants agreed that there are rewards provided at TAFORI in few cases and the rewards mentioned were monetary rewards and non monetary rewards and statutory and non statutory rewards. Monetary rewards provided usually do not exceed 400,000/=.
Non monetary rewards provided are such as promotions, capacity building opportunity like opportunity for further education and provision of TAFORI houses in some centers. Statutory rewards provided include salaries and allowances. Allowances are provided only to the heads of the department and director general. The allowances provided as housing, electricity, medical, telephone and transport allowance. Non statutory rewards include privileges like breakfast and transportation provided by the institute to and from work. Many rewards are provided during mei mosi, sabasaba and nanenane holidays while allowances and salaries are provided monthly.

4.2.2 Reward policies and procedures

The responses from all key informants confirmed that the policy followed in rewarding employees is provided by the TAFORI staff Curricular no 4 of 2000(Promotion criteria for research staff); RAAWU Regulation and Public Service Act.

4.2.3 Factors inhibiting effective reward provision

Scarcity of financial resources was also mentioned by two key informants. This is caused by insufficient funds set aside by the budget that is passed yearly. This leads to
many more problems such as dissatisfaction of employees as they are not rewarded as they deserve.

One key informant mentioned that the policy provided by RAAWU generalizes all employees in rewarding them regardless of the difference that exist in their nature of responsibilities and tasks.

Another key informant mentioned Complexity of the process of policy change that sometimes the policy change may take a long time and may involve a long process so the management may decide to bear with the current policy and implement it until the time of assessment.

4.2.4 The efforts done to solve the problem

Two key informants said that there were no noticed efforts done up to now so as to solve the problem. The remaining two key informants mentioned the following efforts:

Introduction of OPRAS was mentioned as an effort done to ensure that the problem concerning rewards is reduced. OPRAS involve assessing and monitoring the performance of employees as work.

Capacity building was also mentioned by another key informant as an effort done by the institute. The employees are given the opportunity for further education either within the countries or outside the country.

4.3 Discussion and Implication of the findings

The discussion of the findings will base on the objectives of the study which are addressed as follows: To identify the kinds of rewards provided at TAFORI, to analyze the policy and procedures of the reward system used by TAFORI, to investigate factors inhibiting implementation of effective reward provision at TAFORI and to find out if there are any efforts applied to solve the problem of reward management at TAFORI
4.3.1 Identification of the kinds of rewards

The first objective was to identify the kinds of rewards provided at TAFORI. Among the research questions prepared, the question that addressed this objective said “What kinds of rewards are provided at TAFORI?” The associated question was, “Are there any rewards provided in your institute? If yes, mention them.” Basing on the conceptual framework of the study as shown in chapter one, different kinds of rewards is potential to make employees exert more effort at work in different ways. This variety addresses different needs can be pointed out such as social interaction, respect, attention, belongingness, recognition, a feeling of achievement, autonomy, self worth, interest to developing one’s full potential and any other kind of reward depending on employees needs. From the interviews conducted with heads of departments together with supporting responses from questionnaires, the following are the kinds of rewards provided at TAFORI:

Both monetary and non monetary rewards are provided at TAFORI, although the system is not effective as rewards are provided depending on availability of resources. In most cases the rewards to best workers are provided during mei mosi holidays and the usual amount provided ranges between 200,000/= and 400,000/= in which according to a response from the interview it is provided in few cases. The rewards are provided not only during Mei mosi but also outstanding performance of some employees in public holidays like sabasaba and nanenane where the institute shows to people what they do; their performances are recognized and appreciated through rewards. Also few rewards are provided to researcher when they successfully complete a certain project that is beneficial to the institute to a great extent. Non monetary rewards are provided too although they are provided at any time when there is an accomplishment of a certain goal. Non monetary rewards that have been provided are promotions and opportunity for capacity building where the institute sends some employees for further studies so as to develop their knowledge and skills for the benefit of the institute. The institute sends some employees under the contract that after completion of their studies like PhD or
Masters’ degree, they will return and work for the institute for a certain period of time. This agreement between the two parties ensures that the institute benefits from the knowledge obtained by employees.

Statutory and non statutory rewards have been mentioned as the kinds of rewards provided at TAFORI. Statutory rewards are compulsory and they must be paid to the employees as provided by the statutes regardless of the situation that exist at the institute. This has been given priority because without salaries employee will not be able to live as they depend on it so as to survive and fulfill their responsibilities at work. Statutory rewards include salaries and allowances that go together with salaries which are provided monthly. Salaries are provided to all employees but allowances are provided to the top management which is the Director General (DG) and the heads of departments. The allowances that the top management get monthly includes Housing Allowance that is provided to the top management and senior research officer which is 800,000/= and 600,000/= consecutively. Other allowances are telephone allowance, electricity, free transport and medical allowance.

Non statutory rewards are those which are not compulsory and they can be provided if there are enough resources and if the management sees fit. Privileges such as transportation and breakfast are provided to all employees. There is a bus owned by the institute so as to transport employees from the agreed public stations to the institute in the morning and from the institute back to the agreed stations near their residential areas. Sometimes breakfast is also provided at the institute in the morning where by employees are allowed to have their breakfast there so that they can avoid the inconvenience of going to other places which are too far from the offices which will consume time.

From the findings, it has been confirmed that there are rewards provided at TAFORI depending on availability of funds. The findings show that 40% of respondents said that there are no rewards provided at TAFORI and 60% of respondents agreed that rewards are provide. Majority of employees who mentioned rewards said that the common kind of rewards is the one provided to the best employee at the Mei mosi holidays and the
others mentioned rewards provided after successful completion of a certain task although it is not provided all the time when the tasks are successfully accomplished. This does not happen so often due to scarcity of financial resources which forces the management to stick to ensuring survival of the institute and not focusing on other non emergency matters. Therkildsen et al, (2007) conducted a research study concerning Staff Management and Organizational Performance in Tanzania and Uganda. The study reported that majority of respondents agreed that both monetary and non-monetary rewards are provided to public sector employees and they play a great role as motivating factor. Participants in the focus group discussions agreed that pay and other monetary rewards have greatly motivated them compared to non-monetary rewards which have been rarely provided. These findings were confirmed by the questionnaire results whereby 85% of respondents mentioned that rewards are provided to them although the provisions of rewards do not satisfy the needs of employees as they desire. The findings from both studies have appeared to be the same because both researches have been conducted in East Africa (Uganda and Tanzania), the developing countries with the same economic rates. Both countries have poor economic state which does not give them the chance to prioritize employees rewards in their budgets.

The findings obtained by Mwengu G. (2015) after the research conducted on “The Impacts of Rewards on Police officers Performance”, show that both extrinsic and intrinsic rewards are provided in the police force. Also non monetary rewards such as praise and recognition were usually more provided than monetary rewards. This is because the leadership of the police force finds it easier to provide non monetary rewards due to lack of financial resources that exist at the time. The findings also concluded that the rewards were rarely provided to police officers and when provided, they did not motivate police officers as they may not be provided for two years hence discourage the officers who were working hard. In comparison with this study, the findings show that both monetary and non monetary rewards are provided at TAFORI. The similarity emerges in frequency of provision of the rewards. In both studies it has been discovered that the rewards do not motivate employees fully as they are rarely
provided. This is caused by lack of financial resources which is the major factor that inhibits effective reward provision not only in Tanzania but also in other countries within East Africa such as Uganda and Kenya (Odhiambo, Therkildsen:2007).

4.3.2 Assessing the policy and procedures of the reward system used by TAFORI

This was the second objective of the study that sought to find out awareness of respondents of reward policies and procedures. The research questions that addressed this objective said “What policies does TAFORI management follow in implementing reward system at TAFORI?” and “What procedures do the institute follow in rewarding employees?”

Concerning reward policies, majority of respondents were not aware of any reward policies that are supposed to be followed in rewarding employees, which may bring a negative effect on employees. It is the responsibility of employees to know the policies and procedures so as to know when their rights are not given to them as required and later demand for those rights by following the procedures.

Majority of respondents 76.7% of all respondents were not aware of any reward policies that are supposed to be followed in rewarding employees. The policies used at TAFORI in rewarding employees are obtained under TAFORI staff Curricular no 4 of 2000(Promotion criteria for research staff) and RAAWU Regulation and Public Service Act as policies followed in rewarding employees. Among the principal objectives of RAAWU, to enforce and assist in enforcement of awards is one of them, so the regulations founds under RAAWU are useful in guiding the management on how to reward employees. Effective work performance is among the basic things that the management considers in finding the best employees.

Concerning procedures for rewarding employees, the responses obtained from the interviews are much or less the same. Generally the procedure for rewarding employees starts with the employees themselves and ends up with the management. The meeting is
prepared where all employees gather and they are given a chance to choose the hard working employees/ best employees of a year in different departments and at the whole institute. The employees mention the names of employees that they think they deserve to be chosen as the best workers. The criteria that are considered in choosing the best worker are such as performance, punctuality, accountability and integrity. Then a list of those names is prepared where each employee votes for who he/she thinks deserves to be the best worker. Voting can be writing a name on pieces of paper distributed or by raising hands which are later counted. The votes will be counted so as to get the name of the best employee. Then the management gathers so as to decide on how, when and where to reward the best worker although most of the time it is done at the Mei mosi holidays by considering the position of the best employee. In summary, the whole process of finding the best employee involves assigning duties to employees, supervision, monitoring of employees’ performance, performance evaluation and rewarding employees.

4.3.3 Investigate factors inhibiting implementation of effective reward provision at TAFORI.

The third objective of the study was to investigate factors inhibiting implementation of effective reward provision at TAFORI. The research question that addressed this objective was “What factors inhibit the effectiveness of the reward provision used at TAFORI?” The associated question was “what factors inhibit effective reward provision from being implemented, if any?” Basing on the conceptual framework of the study shown in chapter one, the factors which inhibit implementation of effective reward provision could be lack of funds, corruption, favoritism, late payments, and unfollowed reward policies. The following are factors inhibiting effective provision as obtained from interview and questionnaires responses as presented in a descending order together with discussion of those factors.
4.3.3.1 Lack of financial resources

Lack of financial resources has emerged as a major factor that has been mentioned by majority of respondents in this study. Lack of financial resources inhibits effective reward provision from being implemented. It is the duty of the institute to reward employees using financial and non financial rewards, but the institute fails to do so as it depends on the funds from the government. Also due to lack of funds the government cannot reward employees even with material things such as trophies, mugs, frames and vessels as they also depend on availability of funds so that they can be bought. Lack of those funds inhibits rewards system from being effective as there will be no funds that the institute could use to reward even few of those hard working employees. This may affect the production of services by the employees as they are not benefiting from the institute.

Scarcity of financial resources exists too. It is a bit different as in this case the financial resources could be there but they could be very scarce. Scarcity of these financial resources from the government could force the institute to focus on the priorities so as to ensure that the institute survives. This means few funds obtained from the government will be distributed according to the needs that the institute prioritized such as supply of water to the laboratories and toilets, office charges are paid and salaries of employees are available even if the institute will fail to pay them on time. The rest of needs such as rewarding employees are postponed or ignored due to the fact that scarcity of funds forces the institute to deal only with the emergencies and those issues that need immediate attention and failure to do so could affect the survival of the institute negatively.

The government budget may set aside small amount of money to run institutes like TAFORI and other institutes of the like. This has been mentioned by some respondents which is also associated with lack of financial resources which is the major factor. The needs of the institute may be presented at the Parliament during the formation of the annual budget. But the budget may set aside small amount of funds that do not suffice
the needs of the institute hence some needs such as rewards fail to be met. This affects the willingness of employee to work harder as they are not motivated and the institute does not seem to appreciate any extra efforts done by them so as to develop the institute.

In the research study conducted by Kiragu and Mukandala (2004). "Reform pay policy: techniques, sequencing and politics," majority of participants provided that severe budgetary constraints lead to ineffective reward provision as the budget fails to cover effective payments for all employees as required. This was caused by increasing recruitment of staff to the social sectors in efforts to meet the goals set. This factor has emerged as among factors inhibiting effective reward provision in this study. The budget sets insufficient funds which are not enough to run the institute. This similarity proves that budget constraints exist in many organizations and this does not motivate employees to accomplish organizational goals.

Again, it has been noticed in the study conducted by Therkildsen in Uganda and Tanzania that, majority of respondents which were 37% of all respondents mentioned inadequacy of overall budgets for the department/organisation which would enable the organisation to perform as a factor that lowers the provisions of rewards. The remaining percent of employees mentioned career impossibilities, lack of training opportunities, and lack of improved management as factors which leads to deterioration of the process of rewarding employees which later results to poor organizational performance. Compared to findings of this study, inadequacy of overall budget for the organization is similar to the factor of budget constraints presented in this study where the budget sets insufficient funds that cannot run the organization as expected.

The findings also showed that sometimes rewards are provided for the best employees from only one level of the institute while other levels are left without rewards. This has been caused by lack of financial resources that forces the management to provide rewards at least to one level and postpone the process of rewards on other levels until the next year when they will receive funds from the government.
The institute generates small amount of money from the projects that are supervised under the institute. The small amount generated is not enough to run the institute as required. That amount of money is used to solve institutes needs which do not require large amount of money such as repair of the institute’s vehicles and maintenance of gardens.

4.3.3.2 Lack of criteria for differentiating rewards in departments and levels of employees

This is the second factor that inhibits effective reward provision. The reward system used currently does not consider difference of worker’s categories and nature of work/responsibilities. Example, a research officer and a gardener, both of them are employees of TAFORI but the nature of their works is so different and their works/efforts cannot be compared and regarded the same. The performance of a gardener can be easily seen as mostly it involves physical works but performance of the researcher cannot be easily seen even per day as most of the time he might be working in the office while he is seated. This discourages some of employees as they feel like they are underestimated and that the system is not fair. During interview, one respondent said

“The current reward system that follows regulations under RAAWU is not fair because it generalizes employees when rewarding them regardless of the difference that exist in neither organization structure nor the nature of responsibilities they have. A researcher and office attendant can be put in the same category and one of them is chosen to be the hard worker than the other while the nature of their responsibilities is so different.”

4.3.3.3 Lack of attention from TAFORI Headquarters to Lushoto Centres concerning reward matters

This is another factor that inhibit the reward provision from being effective at TAFORI. The response from Lushoto have confirmed that for over two years now they have not received any monetary rewards which are supposed to be financed by TAFORI Headquarters. This problem has originated from the first factor which is lack of financial resources which lead into the third factor. One of the respondents from Lushoto said;
“In the previous years the rewards were provided and they really motivated those who received them. But for almost two years now there has been no rewards given and employees have started to feel neglected and they do not feel very happy working at TAFORI now…..”

Also another response from Lushoto has confirmed that there has been neglect ion from Headquarters. The respondent said;

“At Lushoto centre we have been voting for the best employee of the year for every year but the Headquarters have been some difficulties when it comes to providing the rewards to the best employees from Lushoto……”

4.3.3.4 No acceptance of suggestions from employees in decision making

This is another factor that was mentioned during the interview as one of factors inhibiting effective reward provision. This does not happen all the time, but it happens at some times. As provided in previous sections, the procedure of rewarding employees starts with employees themselves. The process should allow employees to suggest names of employees who should be in the list before casting the votes. Although they are given chance to vote for a the best employee, they are not given chance to suggest as to what should be added and what should be taken out depending on employees’ needs at the time. In many cases employees happen to have ideas that might improve the reward provision but they are not given the chance to give suggestions. Even if they are not given chance to suggest on rewards, some of the dare to go to the management and suggest on the matter but in most cases they may be told that the management will work on that or sometimes they are told that the management should follow the regulations as they cannot implement what is not written in the regulations of the Institute concerning rewards.

Sometimes employees might be given a chance to give ideas on other matters but not rewards. According to the response from the interview conducted between the Director of Finance and Administration (DFA) , this happens because usually the management is faced with lack of funds as they depend on the government to supply them with financial
resources. The institute might generate its own income using the projects written by researchers at the institute although the income obtained is usually not enough to guarantee effective provision of rewards together with other needs of the institute. The fact that rewards is concerned with financial resources which are a sensitive part of the government that in many cases it faces crisis, the management fails to provide the employees with what they expect depending on the situation at the time.

4.3.3.5 Laziness of some employees

Laziness of some workers was also mentioned as a factor that hinders effective reward provision. Sometimes workers do not seem to perform as expected. This happens because employees are used to work only to a certain point and not exceed more than that. This is because there is the belief that in public organizations a person’s efforts is rarely recognized and appreciated and if it is appreciated, the appreciation will not be equivalent to the efforts exerted by the employee. This discourages employees from performing to the maximum and this minimizes their chances of being the best employees. This leads to a lot of lamentations from some employees saying that there is favouritism in the management.

Favouritism of employees might be among many lamentations given by some employees who used to perform only to a certain level and not exceeding from there which minimized their chances of becoming the best employees. This is due to the fact that they have never emerged as the best employees and the management seems to reward only some people repeatedly as best workers. This belief discourages them more.

4.3.3.6 Complexity of the process of policy change

This is the last factor to be presented among factors inhibiting effective reward provision from being effective. The heads of department may notice that the policy is not clear on some matters which lead to ineffective reward provision but their hands are tied as they must follow the policy. Policy change may involve a lot of processes and stages and may take long time for the policy to be corrected. This is why the heads of department choose
to follow the existing policy that is ineffective for the time being until the opportunity to share the problems with the government come during the assessment.

Example, the policy used at TAFORI has not categorized the best employees basing on the nature of responsibilities and tasks. This challenge has been noticed not only by the management but also by employees from lower levels of the institute. But their hands are ties as they are obliged to follow the policy and procedures as provided by the regulations. The process of changing the policy may take long time as it will involve a formal request which will have to pass through many levels until the decision is made. This is why the management decides to follow what they are supposed to do until the assessment is done where reports concerning respective matters of the institute are prepared including mentioning problems that employees face. This may cause implementation of ineffective reward provision as it leaves the employees dissatisfied and discourages them as they will work so as to fulfill their responsibilities only and they will not consider putting any more efforts whether the organizational objective have been met or not.

4.3.4 Existence of efforts applied to solve the problem of reward management at TAFORI

The last objective of the study was to find out whether there were any efforts done to solve the problem of rewards at TAFORI or not. The research question that addressed this objective said “Are there any efforts which have been done so as to improve the effectiveness of reward system used?” According to the responses obtained from the interviews, there seem to be small amount of efforts done by TAFORI so as to ensure that the process of reward employees does not die completely and at least it is conducted even if it is not to the extent that is satisfactory to employees.

There were meetings conducted at the institute which decided that although the institute gets insufficient funds that could not cover all the needs of the institute, the institute
should consider rewarding the best employees once in a while even if the rewards are not provided as frequently as expected.

Worker’s participation has been given importance in these meetings. Through *Baraza la wafanyakazi* the employees are given chance to participate in different matters of the institute where they can give their ideas and advice on handling of matters that affect them directly or indirectly.

Capacity building and career development is also one of the efforts that the institute has done by educating employees up to different levels of education so as to get professionals who can work efficiently and achieve rewards after accomplishing the goals set. This may be done by motivating employees to apply for undergraduate, masters’ degree and PhD scholarships available from different stakeholders of education such as sponsor countries like Norway, Belgium and many more. Also the institute provides leaves for the employees who have obtained those scholarships. When the funds are available the institute sends some employees to school basing on qualification such as time that an employee has worked at the institute and the need or gap that exist in a certain department/section at the institute as the time. The institute also provides opportunities for employees to attend short term training courses when available.

Researchers have been encouraged by the institute to publish their works to internationally recognized Journals as this has a positive impact on the institute. This will ensure that the institute is known internationally and hence attract many donors so that they can come and work with the researchers who work under the institute of TAFORI. The second positive impact is that the institute’s chance of obtaining foreign projects will be increased and this will give the institute a chance to obtain funds from foreign countries including foreign currency. Availability of foreign currency will help the institute especially now that Tanzanian shilling’s value has dropped.

Introduction of OPRAS was also mentioned as an effort that has been done to ensure that employees’ performance is recognized and appreciated. Under OPRAS an
employee is given the opportunity to develop his/her own plan of activities, performance objectives, and performance targets and discuss them with his/her supervisor. The system provides a mid-year review and annual performance review in which the supervisor and employee sit together and discuss the employee’s performance. In the end the supervisor and employee agree on appropriate rewards and sanctions for employee’s performance for the year.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECCOMENTATIONS

5.0 Introduction

This chapter presents a summary of the study in general basing on the findings, a conclusion basing on the findings presented in chapter four and the discussion of those findings and recommendations on what to be done.

5.1 Summary of the study

This study focused on factors inhibiting implementation of effective reward provision in public organization. A case study of TAFORI was used where by Morogoro Headquarter and Lushoto Sivilculture centre were used as areas of the study. The objectives of this study were to identify the kinds of rewards provided at TAFORI, to analyze the policy and procedures of the reward system used by TAFORI, to investigate factors inhibiting implementation of effective reward provision and to find out if there are any efforts applied to solve the problem of reward management at TAFORI.

In data collection, both qualitative and quantitative data were collected by using questionnaires and interviews and the data obtained from the field were edited, coded and analyzed by using SPSS package version 22 and findings were presented in form of percentage and frequency in tables. The findings basing on the objectives of the study were follows:

Both monetary and non monetary rewards are provided at TAFORI and in most cases the rewards to those hard workers are provided yearly during mei mosi holidays and rarely provided to employees after completion of a task as expected or beyond the expectations of the management.

Concerning reward policies and procedures, majority of respondents were not aware of any reward policies concerning rewards and the remaining respondents who were aware of the policies mentioned TAFORI staff Curricular no 4 (Promotion criteria for research staff), RAAWU Regulations and Public Service Act as sources where policies followed
in rewarding employees and Public Service Act as policies followed in rewarding employees are found. Concerning reward procedures the employees mention the names of employees that they think they deserve to be chosen as the best workers. The criteria that are considered in choosing the best worker are such as performance, punctuality, accountability and integrity. Then a list of those names is prepared where each employee votes for who he/she thinks deserves to be the best worker and the management decides on how, when and where to reward the best employee although most of the time it is provided at the Mei mosi holidays.

Concerning factors inhibiting effective reward provision from being implemented, the findings show that 50% of respondents did not give any information concerning factors inhibiting effective reward provision from being implemented. The remaining 50% of employees mentioned different factors inhibiting effective reward provision from being implemented. The major factors were lack of financial resources which also included some sub factors such as scarcity of funds available and failure of the budget to prioritize some of the institutes needs. These force the institute to focus on survival of the institute hence fail to ensure the reward provision is effective. Another major factor is lack of criteria for differentiating rewards in departments and levels of employees where the current reward system used does not consider difference of worker’s categories and nature of work/responsibilities. This discourages some workers as they feel underestimated as they may be categorized with other workers regardless of the efforts they put basing on their nature of responsibilities.

Another factors were laziness of employees which raised the feeling that there is favouritism in finding the best employee. No acceptance for suggestions from the employees concerning the reward provision is another factor mentioned where by the institute is forced to do so due to lack of financial resources which if they were to be available, they would ensure implementation of employees’ suggestions. Lack of attention from TAFORI Headquarters to Lushoto Centres concerning reward matters was among factors mentioned by many responded from Lushoto as there has been a
negative response concerning rewards due to lack of financial resources. Lack of financial resources has caused many of factors that inhibit effective reward provision and the employees at Lushoto Centre perceived it as a neglect of responsibilities done by headquarters.

Concerning the efforts done to solve the problem, the findings show that majority of respondents which was 90% of all employees provided that there were no efforts that have been done by TAFORI so as to solve the problem. There seem to be very small amount of efforts done by TAFORI so as to ensure that the process of reward employees does not die completely and at least it is conducted even if it is not to the extent that is satisfactory to employees.

5.2 Conclusion

Basing on the findings, the study concluded that:

1) There are rewards provided at TAFORI both monetary and non monetary rewards although they are rarely provided and when provided, it does not satisfy employees expectations.

2) Majority of employees are not aware of reward policies used hence they fail to demand for the right reward system as they do not know whether what has been done is the right thing or not.

3) Employees are aware of reward procedures and although rewards are rarely provided, compared to expectations of employees, reward procedures are followed.

4) Lack of financial resources and lack of criteria that differentiate employees and their nature of works in rewards are some of major factors that inhibit reward provision from being effective.

5) There is a very small amount of efforts done so as to ensure that the reward provision is effective.
5.3 Recommendations

Basing on the findings of the study and the conclusion drawn as shown above, the recommendations have been categorized into recommendations for action and recommendation for further studies.

5.3.1 Recommendations for action

i. The government should ensure that the budget formulated at the parliament sets sufficient amount of funds so as to ensure important matters which affect the institute directly such as rewards are effectively planned and effectively implemented.

ii. The government should ensure implementation of effective reward provision by conducting close supervision so that the funds provided to the institute are sufficient and that the funds obtained are located to all important areas with the needs at the time.

iii. The institute should set criteria which differentiate employees’ rewards by considering nature of responsibilities of employees. As staff has been categorized into researchers and supporting staff, researchers may be rewarded depending on number of consultancies and publications per year while supporting staff may be rewarded basing on good services to customers and support provided to researchers.

iv. Employees should be aware that motivation should be unexpected and they should create the spirit of working and concentrate on fulfilling their responsibilities. One should work faithfully so as to ensure the organizational goals are met and should not so as to earn something from the government.

v. The parliament should review the regulations which guide reward matters as the curricular have been used for more than fifteen years now while the
situation has changed compared to how it was when these laws were formed. Example the TAFORI Staff Curricular no 4 (Promotion criteria for research staff)

vi. The institute should improve the current reward system by learning and adopting ideas from other public and private institutions whose reward systems are effective.

vii. The institute should be open to suggestions from the employees concerning forms of rewards so as to ensure the rewards satisfy to the needs of those employees if the situation allows instead of leaving them unsatisfied. Some employees may be in need of material things that will help them remember the efforts they put while some may be in need of money in cash. For instance, some employees suggested that the institute should include provision of bonuses as one of ways to motivate employees to produce more than management’s expectations.

5.3.2 Recommendation for further studies

This study was conducted in a public institute that covered Morogoro municipal and Lushoto district both of them being under TAFORI. Further studies should be conducted in other public and private organization so as to find out whether those organizations face the same problem similar to TAFORI or not so as to get new ideas on how other organizations solve the same problem.

5.4 Limitations of the study

This study selected two centers among seven TAFORI centers. The number of centres in this study is relatively small due to inadequate funds to include other centers. Despite the discrepancy, there is a reason to believe that this study have a significant contribution in general on reward systems in public sectors.
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QUESTIONNAIRE

TOPIC: FACTORS INHIBITING IMPLEMENTATION OF EFFECTIVE REWARD PROVISION IN PUBLIC ORGANIZATION

This questionnaire is designed to acquire information that will be used to determine the factors inhibiting implementation of an effective reward provision in public organization, specifically at TAFORI. The questions asked in this section will be used for academic purposes only. The information gathered will be treated confidential and will not be used for any other purposes.

PART A: PERSONAL PARTICULARS

(1) Sex......................................................

(2) Age......................................................

(3) Marital status...........................................

(4) Work station............................................

(5) Department..............................................

(6) Position level.........................................

(7) Education level.......................................

PART B: QUESTIONS CONCERNING THE TOPIC

(8) For how long have you worked at TAFORI?...........................................

(9) Are there any rewards provided in your institute?.................................
If yes, mention them………………………………………………………………………..
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(10) How do you benefit from the current reward system that is used in your institute?...........................................................................................................
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(11) Have you ever suggested the use of rewards or modification of the existing reward provision at TAFORI?...........................................................................................................
If yes/no, why………………………………………………………………………………
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(12) Are you aware of any policies used in rewarding employees at your institute?.............
If yes, mention them.
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(13) Are there any procedures followed in rewarding employees?
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If yes, mention them.
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(14) Is the reward provision at TAFORI effective?

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(15) What factors inhibit effective reward provision from being implemented, if any?

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(16) Are there any efforts done by your institution to solve the problem? ............

If yes, mention them.

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(17) What suggestions do you have concerning the reward provision at your institute if any?

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Thank you so much
Appendix II

**DODOSO**

**KUHUSU SABABU ZINAZOKWAMISHA UTEKELEZAJI WA UTARATIBU WA UPONGEZAJI WA WAFANYAKAZI KATIKA SEKTA ZA KISERIKALI**

Dodoso hili limetengenezwa ili kupata taarifa zitazotumika kugundua sababu zinazokwamisha utekelezaji wa utaratibu wa upongezaji wa wafanyakazi katika sekta za kiserikali hususani TAFORI. Takwimu/taarifa utakazota zitakuwa ni siri na zitatumika kwa shughuli iliyolengwa tu.

**PART A: TAARIFA BINAFSI**

1. Jinsia
2. Umri
3. Ndoa
4. Kituo cha kazi
5. Kitengo
6. Nafasi katika kitengo
7. Elimu

**PART B: TAARIFA KUHUSU LENGO LA DODOSO**

8. Umeanya kazi TAFORI kwa muda gani sasa?
9. Je, kuna aina zozote za pongezi zinazotolewa katika taasisi yako?

Kama zipo,

zitaje
(10) Unafaidika vipi na utaratibu wa upongezaji uliopo sasa katika taasisi yako?

(11) Je, umeshawahi kutoa mawazo yako kuhusu matumizi ya pongezi au maboresho ya utaratibu wa upongezaji unaotumika sasa TAFORI?...........................
Kama ndiyo/hapana, kwa nini?.............................

(12) Je, unaijua mikakakati yeyote inayotumika katika kupungeza wafanyakazi kwenye taasisi yako?.............................
Kama ndiyo, itaje.
(13) Je, kuna taratibu zozote zinazofuatwa katika kupongeza wafanyakazi? .................
Kama ndiyo, zitaje.

(14) Je, utaratibu wa upongezaji unaotumika TAFORI unafanya kazi? .................

(15) Sababu zipi zinakwamisha utaratibu wa upongezaji unaofanya kazi, kama zipo?
(16) Je, kuna juhudi zozote zilizofanywa na taasisi yako ili kutatua tatizo hili?..............................

Kama zipo, zitaje

(17) Una mapendekezo gani kuhusu utaratibu wa upongezaji wa wafanyakazi uliopo katika taasisi yako?

Asante sana
INTERVIEW GUIDE

FOR HEADS OF DEPARTMENTS, DIRECTOR GENERAL AND OTHER STAFFS WITH SPECIFIED RESPONSIBILITIES

1. What is your position at the institute?

2. What level of education do you have?

3. For how long have you worked at TAFORI?

4. What kinds of rewards are provided by TAFORI?

5. What policies does TAFORI management follow in implementing reward system at TAFORI?

6. What procedures does the institute follow in rewarding employees?

7. How do you benefit from the current reward system that is used in your organization?

8. What factors inhibit the effectiveness of the reward provision used at TAFORI?

9. Are there any efforts which have been done so as to improve the effectiveness of reward system used?

10. Being in your position, what challenges do you face in ensuring that reward provision is effective?

11. Being in your position, what can you do to improve the situation of rewards in TAFORI?

12. Any other relevant question.