

**THE CONTRIBUTION OF NON MONETARY INCENTIVES IN
IMPROVING EMPLOYEES' JOB PERFORMANCE IN
NACHINGWEA DISTRICT COUNCIL**

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IMPROVING EMPLOYEES' JOB PERFORMANCE IN
NACHINGWEA DISTRICT COUNCIL**

By

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**A Thesis submitted to the School of Public Administration and
Management in Partial Fulfilment of the Requirements for Award of
the Degree of Master of Science in Human Resource Management of
Mzumbe University**

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ABSTRACT

Many organizations are struggling to make sure that available employees exert reasonable effort to make sure that organizations can achieve its desired goals. In order for employees to perform better their duties toward achieving organization goal, there is a need to be rewarded accordingly in exchange of their labour power, in rewarding employees organizations make them capable of doing better, try harder and expend more energy. With scarcity of monetary reward mainly in public organizations, organizations have alternatively considered using non monetary incentives in inducing employees to exert more effort toward accomplishment of tasks provided. Performance of employees in any organization is vital not only for the growth of the organization but also for the growth of individual employee. The challenges facing many organizations are how to induce employees' efforts in the production process. An organization must know who are its outstanding performers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization.

This study tried to investigate relationship between non-monetary incentives and job performance in LGAs. Non-monetary incentives such as participation in decision making, verbal or written recognition of good work etc, are the kinds of incentives that do not involve direct payment of cash. In this study a sample of 134 male and female staff members of NDC were studied. All HODs and Units were included in the sample including the Council Director, supervisory employees and lower level staff. Data collected was analyzed by use of IBM SPSS

DECLARATION

I, Bihaga John Yogwa, do here by declare to the Board of Mzumbe University that, this thesis is my own original work and has not been submitted for a degree award in any other University.

Signature..... Date.....

Bihaga John Yogwa

(Student)

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Above all i thank God for keeping me with good health during my study until this time.

DEDICATION

This thesis is dedicated to my beloved father John Yogwa who pioneered my academic success.

LIST OF ABBREVIATIONS

HOD	Heads of Departments
HRM	Human Resource Management
LGA	Local Government Authority
MSC	Master of Science
MU	Mzumbe University
NDC	Nachingwea District Council
NMIs	Non Monetary Incentives
NGOs	Non Governmental Organizations

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CHAPTER ON INTRODUCTION

1.0 Introduction

This is an introductory chapter of the dissertation. This part constitutes ten sections: Section one is about the background of the study, section two is about the statement of the problem, while section three covers the objective of the study. Section four covers research hypothesis, next parts includes section five with rationale of the study, section six- limitation of the study, section seven covers delimitation of the study, while section eight is about conceptual framework, section nine is about the definition of key terms and section ten covers the organization of the proposal.

1.1 Background of the problem

The Constitution of the United Republic of Tanzania 1977 version 2008 article 145 and 146 provides for the establishment of LGAs with functions of consolidating democracy within its area and to apply it to accelerate the development of people, to ensure the enforcement of law and public safety of the people, and to perform functions of local government within its area. In order for the above functions to be accomplished, LGAs needs employees who are well remunerated.

The Local Government Service Scheme 2008 section 11(1)-(3) provides that, the Local Government Authority shall be the authority for appointment, confirmation, staff development, promotion, recruitment, and discipline of its employees within the Local authority concerned. Also the LGA shall be responsible for the administration of Local Government servants in the LGA concerned and lastly the LGA shall be responsible for the provision of conducive working environment for its employees to enable them perform their duties effectively and efficiently. Also LGAs are given powers to offer additional incentive package¹.

Armstrong (2007) provides that remunerations provided to employees are categorized into; allowances, salaries and incentives. Incentives are divided into monetary and non monetary incentives. Non monetary incentives are those incentives that do not involve any direct payment and often arise from the work itself.

¹ Public service regulations 2003 regulation 146(2)

For instance example achievement, and autonomy, recognition scope to use and develop skills, training, career development opportunities and high quality leadership (Armstrong 2007).

Government has considered monetary incentives enough motivator with less consideration on non monetary incentives.

1.2 Statement of the problem

Among many factors that lead to inefficient and ineffective performance in most organizations, proper remuneration has been found to be more difficult, demanding and crucial one (Mponeyza, 2007). Many circulars from government on remunerations have concentrated much on the application of monetary incentives and very few on NMIs. The duties of utilizing NMIs have been left to individual employers. On doing so, some employers have not made sufficient efforts to utilize NMIs due to lack of strong mechanism to enforce them from the government as if they have nothing to offer on employees' job performance.

1.3 Objectives of the study

1.3.1 General Objective of the study

The main objective of the study was to investigate the role of non monetary incentives in improving employee's job performance.

1.3.2 Specific objectives of the study

- i) To identify the Non Monetary Incentives provided by NDC
- ii) To determine the contribution of each NMIs to employee's job performance in NDC.
- iii) To identify problems encountered in the implementation of NMI and suggest some remarkable solutions

1.4 Research Questions

- i) What kinds of NMIs provided by the NDC?
- ii) Do employees perceive any contribution of NMIs to their performance?
- iii) What problems exist in implementation of NMIs in NDC?

1.5 Significance of the study

- (i) The study aimed to help the Council top management to put more attention on use of non monetary incentives in improving workers job performance.
- (ii) The study also intended to help in providing good insight in improving services delivery in LGAs.
- (iii) The study also intended to put an input to policy makers in the area of Non Monetary Incentives.
- (iv) The study is expected to stimulate the interest of other researcher to conduct in-depth study in this area.
- (v) The study also intended to make the researcher to meet obligatory requirement to partial fulfilment of the award of Master's Degree.

1.6 Scope of the study

The study was conducted in Nachingwea District Council. The study focused on how non monetary incentives improve employee's job performance. The study explored non monetary incentives like;- tangible rewards(desk accessories, watches, trophies, rings, clothing, gift certificates, key chain, discounted goods desk accessories, coffee mugs, wall plaques, watches, trophies, rings, tie pins, clothing, gift certificates, key chain, discounted goods etc), social practices (social acceptance and affiliation, self-esteem and self-realization, friendly greeting, a smile, a handshake, a pat on the back, a thank-you note by the superior) and job related factors (job rotation, job enlargement, job enrichment, empowerment, goal setting, participation in decision making, growth opportunities such as training programs, promotion, international work trip opportunities, flexible working hours and time-off). The study considered employees both at higher and lower level of the organization making also considerations to those employees working in peripheral villages in NDC.

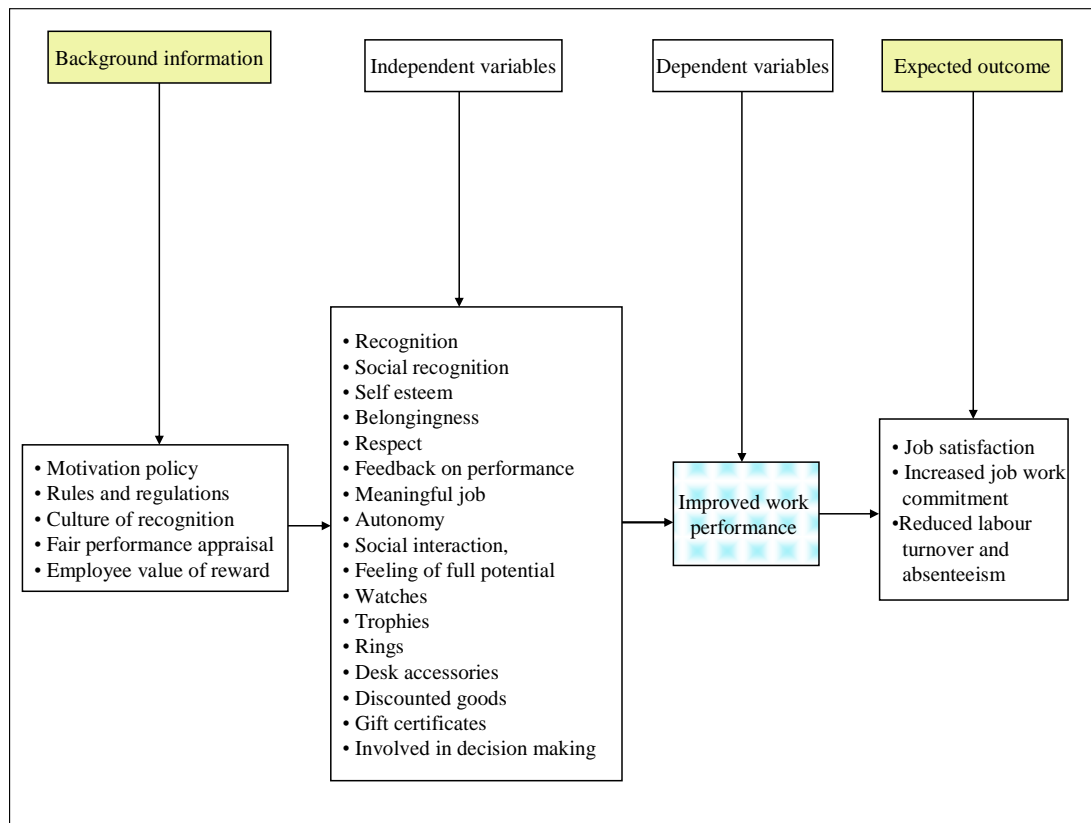
1.7 Delimitation of study

The study was conducted at Nachingwea District Council and covered all departments as NMIs is the concern of all employees.

1.8 Conceptual framework

The conceptual framework indicates the relationship between NMIs and employees job performance, whereby the use of non-monetary incentives creates a valuable opportunity to provide immediate recognition to the employees who perform above expectations or to reinforce any single behaviour that contributes to the organizational objectives (Navuz, 2004). The utilization of non monetary incentives depends on how organizational policies are set. Issues of motivation policy, rules and regulations, culture of recognition, fair performance appraisal and employees' value of reward among other factors will determine how organisation can implement successfully non monetary incentives. NMIs provide a significant role in inducing employees to exert more efforts at work place in a variety of ways. Various aspects of NMIs includes; social interaction, belongingness, recognition, respect, a feeling of achievement, autonomy, a meaningful job, a feeling of self-worth, developing one's full potential, feedback about performance, consequently these will lead to improved performance of employees. The outcome resulted from improved job performance will be job satisfaction, increased commitment, reduced labour turnover and absenteeism.

Figure 1.1 Conceptual framework



Source: Researcher's construction

1.9 Definition of key terms

Non financial incentives are incentives that in the short term involve no transfer of monetary value to or from an individual or group, it comprises quality management tools like supervision feedback, clear organizational goals and missions, staffs' participation (staff meetings), adequate training, staff appraisal as well as self assessment (Bennets and Kenner 2002). Local Government in this study as defined by Warrioba (1999) refers to that part of Government of a cooperating on a local level, functioning through a representative organ known as the council, established by law to exercise specific powers within a defined area of jurisdiction. Job Performance is the set of employee behaviours that contribute to organizational goal accomplishment (Colquitt, 2011).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the theoretical literature of the study on the first section, the literature review from earlier studies on the similar study is covered on the second section and third section covered synthesis of the study.

2.1 Theoretical Literature Review

Many studies have carried out on the influence of non monetary incentives on employees' job performance, since human resources are the most precious assets of any organization and therefore needs special treatment. For this case therefore, this study is the result of inputs from famous Theorists like Herzberg (1959), Macgregory theory X and Y, Elton Mayo (1924-1927), Maslow, Aldefer, McClelland and many others. In this study as part of literature review various theories were explored.

2.1.1 Types of non monetary incentives

Non-monetary incentives are the tangible rewards, social practices or job related factors that are used in an organization to motivate employees without direct payment of cash. Non-monetary incentives are classified into; tangible, social and job related non-monetary Incentives.

According to Meacham & Wiesen (1969) tangible non-monetary incentives refer to the tangible items such as desk accessories, coffee mugs, wall plaques, watches, trophies, rings, tie pins, clothing, gift certificates, key chain, discounted goods, free tickets to various facilities etc. Tangible non-monetary incentives provide employees a tangible symbol of achievement and it becomes something physical to show off.

Social Non-Monetary incentives concern the superior-subordinate relationships within the organization. Social non-monetary incentives have an important role in satisfying certain needs of employees such as social acceptance and affiliation, self-esteem and self-realization. A friendly greeting, a smile, a handshake, a pat on the

back, a thank-you note by the superior mean a lot to most of the employees. They are all means of showing that employees are valued, cared and appreciated by their superiors. When superiors handle the subordinates and have care for them, then it ultimately fosters performance of employees. Supervisor's consistency of behaviour towards subordinates showing concern for their career progression, team oriented and cooperative can influence employees' attitude in a way that they start enjoying their jobs and also wish to spend their career in the organization they are attracted with (Shah et al., 2012).

Job-related non-monetary incentives: concern with the job-related issues that can motivate employees intrinsically (Yavuz, 2004). When superior officer provides this kind of incentives, employees' possibility of increased job performance will be realized. This may be possible because some aspects of job provide feelings of self-worth, accomplishment and pleasure from using and developing one's skills. Examples of job-related non-monetary incentives may include job rotation, job enlargement, job enrichment, empowerment, goal setting, participation in decision making, growth opportunities such as training programs, promotion, international work trip opportunities, flexible working hours and time-off.

2.2 Theories which support non monetary incentives

There is no general way which shows how a person can be induced to perform better, but what is clear is that every person can be induced in different way, what is important is to know how employees can be induced so that they can perform their job and ultimately making organization achieving its goals. Reviewing the theories which support non monetary incentives helped the researcher to understand what drives employees to perform their job at workplace.

2.2.1. Hierarchy of Needs Theory

This theory states that the needs of social, esteem, and self actualization are higher order needs. According to Maslow (1943), people are motivated to satisfy their needs and those needs can be classified into the following five categories that are in an ascending order: physiological needs, security needs, social needs, esteem and self-actualization needs. The first three are characterized as lower level needs while the

last two are higher order needs. Physiological needs are the basic biological needs like air, water, food and shelter. In the organizational setting, these are reflected in the needs for adequate heat, air and a basic salary to guarantee survival.

Safety needs are the needs for security and protection from danger. In an organizational workplace, safety needs refers to the needs for safe jobs, fringe benefits and job security. Social needs are the needs for interaction with other people, belongingness, love etc. These needs reflect the desire to be accepted by one's peers, have friendships, be part of a group and be loved. In the work environment, these needs affect the desire for good relationships with co-workers, participation in a work group and a positive relationship with supervisors. When these are made available in the organization they will shape the behaviour of individual employee to perform higher since protection is ensured, also their awareness of job security will make employees perform tasks assigned without fear of losing job easily in case of any misconduct.

Esteem is the desire for respect, which is affected by the person's standing reputation, his need for attention, recognition, achievement and appreciation etc. It is believed that recognizing employees for work well done exerts powerful influence on productivity. Self-actualization refers to the desire for self-fulfilment; it is a drive for individuals for self-development, creativity and job satisfaction. They are related to developing one's full potential, increasing one's competence and becoming a better person.

Maslow argued that as each lower level need is substantially satisfied, individuals are motivated by the next higher level need. So once a given level of needs is satisfied, it no longer helps to motivate. Individual needs are influenced both by the importance attached to various needs and the level to which an individual wants to fulfil these needs (Karimi, 2007). There are some criticisms to Maslow's hierarchy of needs theory. One of the main criticisms is that there is little empirical evidence to support Maslow's assumptions (Drenth, Thierry & Willems, 1984). But despite criticisms, Maslow's work is important in terms of recognizing the needs being pursued by

employees and shedding some light on the social and psychological needs of individuals in addition to material needs which ultimately have impact on job performance.

Non-monetary incentives address these higher order needs, rather than any basic needs such as food and shelter. If it is awarded as an appreciation of a contribution, a tangible non-monetary incentive will remind the employees of their performance and recognition for it, filling the needs for self-esteem and it will create esteem in the eyes of co-workers, family, and friends. It will satisfy employees' recognition and respect needs. Also, social non-monetary incentives such as a verbal recognition by supervisors or letter of appreciation to the employees contribute their self-esteem, while social activities such as after-work parties, company picnics, sports activities etc. satisfy the belongingness and friendship needs of employees. Providing employees with opportunities to grow like training programs, letting them to be creative in their jobs, giving them more responsibility and autonomy helps employees' self-fulfilment.

The implication of Maslow's theory is that, when analysis of non-monetary incentives is made, consideration will be to safety needs, social needs, esteem needs and self actualization needs and if met they will improve employees performance. In the words of Charrington and Wixon, employees perform at higher levels when they anticipate that they anticipate that their increased performance will earn recognition, also employees when receive recognition their desire for more recognition become insatiable.

2.2.2 ERG Theory (Alderfer, Clayton P.) (1969)

Alderfer (1972) reformulated Maslow's theory and he proposed that there are three basic needs: Existence (physiological and security needs), Relatedness (social and esteem needs) and Growth (self actualization). His theory is a simplified form of Maslow's hierarchy of needs theory but he added that all these basic needs can motivate behaviour at the same time and might not be activated in any hierarchical order. That is, any human need may take precedence over others regardless of

whether others are fulfilled or not. This implies that some individuals may prefer to have non-monetary incentives in an organization such as training programs, social activities, public praise etc. rather than having monetary incentives in the first place.

Moreover, contrary to Maslow who argued that when satisfied a need becomes less important to an individual, Alderfer argued that relatedness or growth needs become more important when satisfied. So, any of these needs according to Aderfer can influence behaviour at a given time. Like Maslow's hierarchy of needs theory, Alderfer's theory points out the need for organizations to find mechanisms of implementing belongingness needs of employees through social activities in organization, to recognize employees, encourage their participation in decision making, offer opportunities of development and autonomy in job. Employees want to work independently, they do not someone constantly watching over them and questioning their every move. They like to receive their assignments preferable with time frame required for completion and then have the independence to complete the work given the guidelines and framework you have set on their own merits. By just setting a time from and letting employee perform it will induce him/her to meet the set deadline to the job which will culminate into the increased performance.

Also when employees feel engaged in decision making they put their heart and soul into their job and have energy and excitement to give more than is required of the job so that the decision reached is successful implemented as they feel as the agent to accomplish reached decision. When employees are appreciated for their good performance, they will in turn realize self esteem need. So, ERG theory supports the idea that non-monetary incentives are necessary in inducing employees to perform their job.

2.2.3 McClelland' Acquired Needs Theory

McClelland (1975) suggests that some needs that individual's have are acquired during the individual's lifetime. According to McClelland some people have a compelling drive to succeed and therefore strive for personal achievement rather than reward of success themselves. These needs differ from individual to individual. He

identifies three needs important in the work place leading to high performance with no regard to culture or gender: need for achievement, need for affiliation, and need for power. According to his theory, achievement induces employee to strive to attain challenging goals, it make employees to strive in achieving success beyond standard. They prefer tasks that enable them to use their skills and initiatives in problem solving and enjoy doing something not done before; also they like to get immediate feedback on how they have done so that they can enjoy the experience of making progress toward objectives. By this kind of needs, ultimately employees will exert more effort at work place as they will struggle to achieve desired goal.

On other hand power, refers to the desire to have an impact, to be influential, and to control others (Shajahan & shajahan, 2004, 95). The need for power can be classified as “personalized power’ or ‘socialized power’ (MacClelland, 1975). Power motivates individuals like to influence and direct others. They want loyalty to their leadership rather than to the organization. When leader leaves the organization there is likely disorder and decrease of team morale and direction. Socialized power need is usually referred to as effective leadership. These leaders use their power in a way that benefits others and the organization rather than only contributing to the leaders’ status and gain. They seek power to make sure that tasks are accomplished and empower others who further the leader’s vision for the organization. A high need for power often is correlated with successful attainment of the top levels in the organization hierarchy (Samson and Daft, 2002). This is due to the fact that while achievement needs can be met through the task itself, power needs can be met only by ascending to a level at which a person has power over others.

Affiliation is the desire for having friendly and close interpersonal relationships (Shajahan & shajahan, 2004, 95). Those with high affiliation prefer cooperative rather than competitive situations (Robbins, 2005: 53). Developing a strong team environment can help foster engaged employees. Employees need to feel like they belong to a community, a team and a family. Co-workers are often the only family some employees have so maintaining a work environment where all employees feel

part of a team and work well together is very. Under these circumstances, employees will get support from co-workers which tend to increase her/his performance.

2.2.4 Motivation-Hygiene Theory

Frederick Herzberg studied the factors in the work environment that caused satisfaction and dissatisfaction among the workers. He interviewed hundreds of workers about times when they were highly motivated to work and other times when they were dissatisfied and unmotivated at work. He found that the factors causing job satisfaction were different from those causing job dissatisfaction and they cannot be treated as opposite of one another (Herzberg, 1966). Herzberg argued that two entirely separate dimensions contribute to an employee's behaviour at work: hygiene factors and motivators. Hygiene factors refer to the presence or absence of job dissatisfies. When hygiene factors are reduced, work is dissatisfying. They are considered maintenance factors that are necessary to avoid dissatisfaction but they do not themselves contribute to the job satisfaction and motivation of personnel. That is, they only maintain employees in the job. In line with Herzberg's view, unsafe working conditions or a noisy work environment will cause employees to be dissatisfied with their job but their removal will not lead to a high level of motivation and satisfaction. Some other examples of hygiene factors are salary, status, security, supervision, company policy etc.

On the other hand, motivators, leads to job satisfaction, are associated with the nature of the work itself. They are those job-related practices such as assignment of challenging jobs, achievement, work itself, recognition, responsibility, advancement and opportunities for growth in the job etc. So this theory put more consideration on factors associated with work like promotional opportunities, recognition, opportunities for personal growth, responsibility, and achievement. So what make people exert more effort at work place comes from person himself that is intrinsically and not extrinsically. In this view work job can be redesigned and enriched so that employees will be willingly to put more effort in their work. So jobs should have adequate challenge to fully utilize employees' abilities and employees who prove to have increasing levels of ability should be given increasing levels of responsibility.

Herzberg contributed to the idea of ‘job enrichment’. Job enrichment is adding more tasks to a job to provide greater involvement and interaction with the tasks (Yavuz, 2004). By adding tasks it makes job become more challenging to the employee and it ultimately enable the employee to use their talents and demonstrate their potentials and by so doing this will make employees perform very high since employees are in good position to control, execute and evaluation of the work. Herzberg argued that when motivators are absent, workers are neutral towards work, but when motivators are present, workers are highly motivated to excel at their work. The theory has been criticized on the ground that the result of the study was two-factor because when things goes well, people tend to take credit for satisfaction but when they don’t go well they blame failure on their environment (Imperial, 2004). Also, the assumption that every employee will respond positively to a job with high motivating factors may not be universally true. But one of the prominent contributions of to management theory was his challenging of prevailing assumption that pay is the most important motivator (Dyck & Neubert, 2009).

2.2.5 Job Characteristics Theory (Hackman & Oldham) (1975-76)

Job characteristics theory by Hackman and Oldham (1980) tries to explain what the characteristics of making employees perform much higher. They argue that jobs can be redesigned through enrichment to contribute positively to the motivating potential of a job. The main concern of the theory is those aspects of employees’ job and tasks which will shape how individual perceive his/her role in the organization, by so doing there will likely of negative perception which will in turn led to poor job performance while with positive perception there will be high job performance by individuals. According to their research, there are five core job characteristics that create three psychological states and can be used to describe the motivating potential of a job.

Skill variety: it describes the degree to which a job necessitates the practice of a number of different skills, abilities, or talents. Activities in a job will be distinct enough to require the use of different skills.

Task identity: it defines the extent to which job allows completion of a whole and identifiable piece of work from beginning to end.

Task significance: it refers to the importance of the job; the degree to which the job has an effect on the lives of other people, the immediate organization or outside the organization.

Autonomy: It is the degree to which individuals are allowed discretion, independence and control over their work, are free to schedule them and determine the procedures to be used. *Feedback:* It is the degree to which the individuals are provided direct and clear information about the effectiveness of their performance. Besides supervisory feedback, it includes the opportunity to observe the results of their performance.

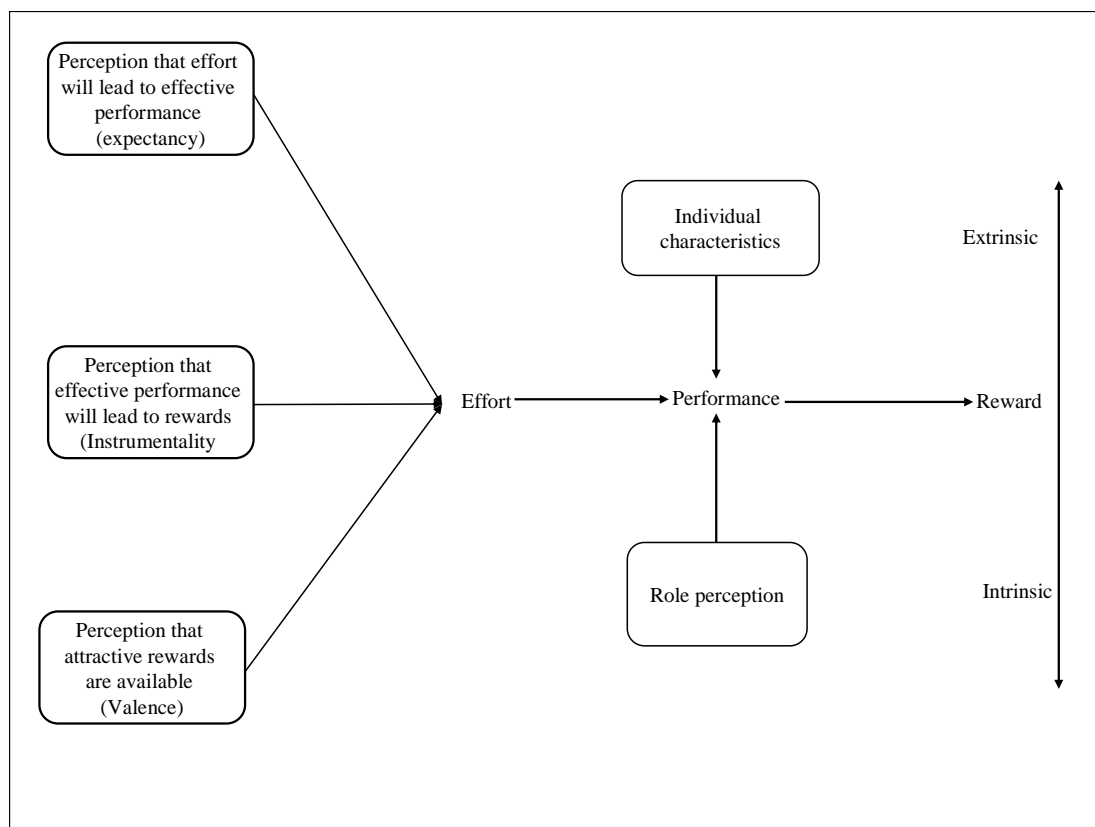
According to Hackman and Oldham, all these factors can be used to enrich the jobs. Jobs can be more when employees utilize multiple skills and talents instead of repeating one skill over and over again. Similarly, as part of task identity, if employee can have whole picture of the job through to its final stage rather than only dealing with a small part of the whole process, task can be more enriching. Also significance of the tasks in terms of its impact on other people's lives can enrich the job. The importance of autonomy is that when employees have the chance to control their work schedule and the process, job enrichment can be promoted. And finally, feedback is an essential step for job enrichment because it gives employees the opportunity to improve their work, make necessary adjustments in a timely manner and know where they are going.

Job Characteristics model imply that it is possible to increase performance of employees through job design. Job design is a set of activities to change the content and/or process of a specific job in order to increase motivation, job satisfaction and performance. Job related NMIs try to achieve this by offering employees more meaningful tasks, control over work scheduling and methods, increasing responsibility, the opportunity to use variety of skills in their job. That is, these NMIs target makes employees increase their performance through enjoying the job itself.

2.2.6 Valence, Instrumentality and Expectancy Theory

This theory had resulted from Vroom's (1964) work into motivation. It is based on the idea that work motivation results from a deliberate, conscious choice to engage in certain activities for the purpose of achieving predetermined outcomes. According to VIE theory, performance depends on individuals' expectations about their ability to perform tasks and receive desired rewards. It also assumes that individuals have different levels of satisfaction they expect to receive from rewards and each person is a rational decision maker who will expend effort on the activities that lead to their desired rewards (Muchinsky, 2000).

Figure 1.2 Relationship between effort, performance and rewards



Source: Cole, G. (2004) Management theory and practice

Instrumentality (P – O expectancy) refers to whether the performance will result in the desired outcome. It concerns the relation between performance and the reward. So perceived equitable rewards will determine job performance of the workforce. So

when expectations from employees increases the employees will responds with better performance.

Valence is the value or attraction of outcomes for the individual. If the outcomes that can be reached as a result of high effort and performance are not appreciated by employees, they will not induce to perform higher. Similarly, if an employee values a reward that is offered for a special effort, he/she will be more induced to exert more effort. For example, if employee is interested in sport activities and he expects that high performance in the organization is recognized by with free tickets to sport games, then he will increase more effort to realize desired goals. So these three factors have effects on performance but for an employee to be highly performer; all these three factors must be high. But consideration must be on the fact that effort alone, however may not necessarily lead to effective performance, other factors are individual's own characteristics (personality, knowledge and skills) and the way in which he perceive his role (Cole, 2004). The implication of expectancy theory is that, given the existence of higher E-P and P-O expectancies in place if employees are offered NMIs which they value, they will be highly induced to achieve the targeted outcomes by increasing performance.

2.2.7 Equity Theory (J. Stacy Adams) (1963)

Equity theory suggests that employees' perceptions of a working situation in terms of how fairly they are treated compared with others influence their levels of performance. According to equity theory, employees make comparisons. Employees determine their own work outcomes versus the effort or inputs required to achieve the outcomes, and compare these with outcomes and efforts of other employees. If they recognize that their compensation is equal to what others receive for similar inputs, they will believe that their treatment is fair and equitable. Education, experience, effort, ability etc. are the inputs to the job by the employees. Outcomes that employees receive from a job are pay, benefits, promotions and rewards etc. A state of equity refers to the ratio of one person's outcomes to inputs being equal to the ratio of another's outcomes to inputs. Every employee wants justice in working

environment, in terms of distributive justice, procedural and interactive to make them more satisfied and committed with their work and organization.

Inequity takes place when the situation is reverse. Adams (1965) pointed out that perceived inequity creates a tension that can motivate individuals to bring equity into balance, in four common ways:

- i) Altering effort; individual may change their level to the organization. For example, underpaid individuals may decrease their level of effort or increase their absenteeism. Overpaid may correct their inequity by working harder or getting more education.
- ii) Altering outcomes; An underpaid person may request a salary increase, other forms of recognition or a bigger office. A union may try to improve wages and working conditions in order to consistent with a comparable union whose members are paid higher (Samson and Daft, 2002)
- iii) Changing how people think about inputs or outcomes; according to research, people may alter perception of equity if they are unable to change efforts or outcomes (Samson and Daft, 2002). Thus, individuals may unnaturally increase the status attached to their jobs or distort others' perceived rewards to ensure equity.
- iv) Leaving the organization; individuals who feel they lack equity in the work place may choose to quit their jobs rather than bearing the inequity of being underpaid or overpaid.

They may seek balance of equity by applying for new jobs. So a reward increases employee performance only when these rewards are valued and perceived as equitable by the employees. When employees observe that there is no equity in treatment of employees on the basis of performance and promotion are based not justice but biasness and political bases, employees become de-motivated and even job performance decreases. The implication of equity theory for organization is that, to increase performance of employees it is necessary to ensure a state of equity in the work place by establishing mechanisms to deal with perceived inequity situations. Otherwise organization may face low motivation, low performance, higher

absenteeism and turnover. An example of perceived inequity at work place is the situation where an employee in an organization believes that his/her peers does not exert as much effort as him although they are all getting the same amount of wage. Or an employee may think he/she is performing well above expectations but being treated the same as other employee who are just satisfying the expectations. In that perceived inequity situations, employees may decide since his/her effort does not make any difference to the organization, thus may stop working hard to make things fair in his/her mind, so increased performance is the result of perceived equity.

2.2.8 Goal Setting Theory (Locke, 1968)

This theory supports the idea that specific and difficult goals with feedback lead to higher performance. The idea behind goal-setting theory is that, through setting goals, an employee knows what needs to be done and how much effort is needed to be exerted. It is assumed that individuals compare their current performance to the required level of performance for the accomplishment of a goal. If individual fall short of the expected performance, they will be motivated to fill the gap to achieve goal by working harder.

According to Eden (1998) Goal setting raises expectations and strengthens people's positive judgment of their capabilities. As employee's perception that their efforts will lead required performance increases, they will be more likely to exert more effort toward accomplishment of a goal. The important thing to put into mind is that in order for goal setting to be effective, goals have to be accepted by the employees, people have to be committed to the attainment of the goal. If goal is set in participatory manner it will be easily to be accepted. It is good for the goal to be set jointly by supervisor and subordinate as by doing so it may promote clarity. When goal is set, it is necessary that individuals are provided with feedback to allow them to track their progress and how well they have accomplished the goals. Through feedback employees can know his/her level of performance and adjust the level of effort accordingly.

Setting challenging and specific goals may be particularly considered important in public sector because there is no performance related compensation or reward system in public employment (Yavuz, 2004). In other words, there is almost nothing to drive public employees to exert extra effort as they have job security and fixed level of compensation regardless of performance. Consequently, goal-setting may not be expected to have a high motivating power for public employees. Lathan and Locke (1979) suggest that in order goal setting to be successful the following step are needed to be observed; goal should be specific rather than unclear, goals should be challenging but not unreachable, it is proper to set proper quality standards along with challenging goals so that quantity is not achieved on the expenses of quality and lastly if immediate results are emphasized without regard to how they are achieved, long run benefits may be sacrificed to attain short term improvement. Goal setting suggest that difficult goals demand focus on problems, increase sense of goal importance, and encourage persistence to achieve the goals (Saif, *et al.*, 2012).

So, goal setting is important because it clarifies what is expected from the employees, provide opportunity for communication, enhances positive feelings about one's own capacity, encourage commitment and allow employees to monitor their own performance and all these will ultimately increase individual performance.

2.2.9 Reinforcement Theory

Reinforcement theory simply looks at the relationship between behaviour and its consequences. It analyses the effects of rewards and punishments on changing or modifying the employees' on-the-job behaviour. The basic assumption underlying behaviour modification is the law of effect, which states that behaviour that is positively reinforced tends to be repeated, and behaviour that is not reinforced tends not to be repeated. Reinforcement refers to anything that causes certain behaviour to be repeated or inhibited. The four reinforcement tools are positive reinforcement, avoidance learning, punishment and extinction (Samson and Daft, 2002).

Positive reinforcement; this is the administration of a pleasant and rewarding consequences following a desired behaviour. Example when a manager observes an

employee doing a good job and offers praise that praise serves as a positive way to reinforce behaviour of good work. Punishment, this seeks to decrease or eliminate an undesirable behaviour by making unpleasant consequences contingent on its occurrence. For example, a supervisor may give an employee's a lower grade during the performance appraisal for performing a task incorrectly. By so doing it's expected that negative outcome will serve as punishment and reduce the likelihood of the behaviour reoccurring.

Negative reinforcement; this is the removal of unpleasant consequences following a desired behaviour. People learn to do certain thing to avoid unpleasant consequences. For example, when employees learn to complete work before a deadline avoiding the stress of working until the last minute or having to explain a missed deadline to the boss. Difference between negative reinforcement and punishment causes unwanted behaviour to occur less frequently, negative reinforcement causes desired behaviour to be repeated.

Extinction; this is the absence of any reinforcement either positive or negative following the occurrence of behaviour. It can be used to weaken an unwanted behaviour especially one that has previously been rewarded. Extinction can involve the withholding of pay raise, praise and other outcomes. The idea is that behaviour that is not positively reinforced will less likely to occur in the future. Example manager who observe an employee's disrupting meeting with crude jokes could refrain from smiling and laughing at jokes. Removing positive reinforcement (smiling and laughing) makes the employees more likely to stop the disruptive behaviour. So reinforcement theory has important implications for the performance of employees. It demonstrates that behaviours'' of employees that are positively reinforced are likely to be repeated and negatively reinforced are not likely to be repeated. Then, it is possible to motivate employees by reinforcing them each time they perform a desired behaviour. Non-monetary incentives in the form of rewards have a significant role in positively reinforcing the desired behaviours. Social non-monetary incentives such as verbal recognition for a job well-done, feedback on performance, letter of appreciation, public praise, celebration of a work-related

success or tangible non-monetary incentives such as a gift certificate, plaque or job-related non-monetary incentives such as training opportunity, time-off, job enrichment etc. can easily be rewarded in order to reinforce a desired behaviour. The desired behaviour may be; coming to work on time, exerting extra effort and time on a task, helping peers, solving a problem, making a good suggestion, innovation, completing a project very well, contributing to the satisfaction of a customer, preventing a potential danger etc. All these will ultimately lead to outstanding performance.

The advantage of non-monetary incentives in that kind of situations is that, it helps to reinforce the desired behaviour in a timely manner. Positive reinforcement is much more effective when it comes shortly after the desired behaviour is displayed (Nelson, 2001). While a positive feedback, a pat on the back or a simple “thank-you” can accomplish this immediately; a monetary incentive such as a bonus would take much longer time to award, thus, to reinforce the desired behaviour. Therefore, non-monetary incentives are necessary to reinforce the desired behaviours” of employees in public sector in a timely manner and motivate them to repeat those actions. As it is shown, the benefits of using non-monetary incentives in improving job performance are supported by many theories.

2.3 Non Monetary Incentives for employees in Tanzania

The Tanzania government recognizes the importance of NMIs for all civil servants. Government Standing Orders for Public service of 2009, various government circulars, Public Service Regulations of 2003, Local Government Service Scheme of 2008, all specify the types of NMIs to be provided to civil servants and highlight the modalities of their administration.

It is clearly stipulated in clause 103(1) of the Public Service Regulations that ‘every employer shall be responsible for training and development of (their) staff’. The Government Standing Orders for Public Service (2009) provide guidelines that prescribe how to implement training programmes for public services. The above responsibility by the employer to ensure training and development of staff follows

the government's recognition that staff development aims at developing individuals in the skills required for the performance of their duties currently assigned to them or their future jobs following promotion to senior posts. The policy recognizes that promotion and training are mutually reinforcing. In other words, training may lead to promotion and/or promotion may trigger the desire for more training to effectively accomplish new, and sometimes more difficult tasks.

It is on the basis of the above provisions that Regulation 103(5) and 103(6) of the Public Service Regulations prescribe to all employers to set aside adequate funding for training programmes and all appointing authorities should prescribe terms and conditions for public servant's attendance of various training courses and put in place an effective management system for coordinating and monitoring to avoid unwarranted disparities within public sector. The policies recognize the importance of the sustainability of these Non Monetary Incentives. Non Monetary Incentives are ultimately financial incentives because they have to be paid for (Dussault and Franceschini, 2006). So, financial sustainability means always earmarking adequate funds for the so called non monetary incentives, such as training and staff development.

Non monetary incentives as mentioned in the above policy provide for leave without pay, which is initiated by the employee's desire to work outside his or her organization. Employees gain new skills and experiences from a different working environment, for example in the private sector, NGOs or in international organizations. Clause 99(1) of the regulations provides that 'the Permanent Secretary (Establishments) may grant leave without pay to a public servant, provided satisfied that it is in the public interest to do so'. It is however the discretionary powers of the Permanent Secretary (Establishments) to decide what is in the 'public interest' and what is not needs to be taken into account when analyzing the implementation gap inherent in this kind of non monetary incentives. The Standing Orders for Public Service (2009), Public Service Act (2002) and Public Service Regulations (2003) all recognize the importance of housing civil servants. While law restricts the right to housing to few executives, it also emphasizes each employer may facilitate the

process for employees to secure housing accommodation. In LGAs Council Director and Head of Departments are entitled free housing.

The assurance of safer and better working environment is another form of NMIs. With regard to safety, the law holds both employer and employees responsible. Clause 63(1) of the Public Service Scheme of 2003 pursuant to section 7 of the Public Service Act states that “ every employer shall take all reasonable precautions to ensure occupation safety standards in order to avoid unnecessary cause of health hazards and shall facilitate annual medical check-up for public servant within this jurisdiction”. On other hand, section 2 of the same clause confers some responsibility to individual workers themselves when it stipulates that ‘notwithstanding the provision of sub clause 1, every public servant shall take necessary precautions in accordance with modern employees’ practices for proper protection of their health”.

The above sub clauses sound impressive, but the realities of working in the public service, especially in most developing countries like Tanzania do not provide enough room for such reasonable precautions to be taken. For example in Health Sector, there is enough evidence pointing to a lack of appropriate equipment to perform even the most basic procedures in health facilities, especially those found in rural areas (Leonard et al,2005; Manzi, *et al.*, 2004; Maestad,2006) . Limited funding of the many government organizations does not always allow facilities to purchase state of the art modern equipments.

Standing Orders for the Public Service 2009, which set out the way in which the day to day activities in the civil service are run, the Public Service Management and Employment Policy of 1999 and Public Service Act recognizes the importance of promotion for deserving public servants. The decision whether a public servant

deserve promotion depends on the results of open appraisal system between employee and employer. Standing Orders for the Public Service 2009 and Public Service Act address the implementation of the promotion policy, which is very much dependant on workers' and supervisors' adherence to performance contracts. Regulation 22(3) of the Public Services Regulations clearly states how the performance contracts can help with promotion; 'information obtained through performance appraisal should be used in awarding or withholding increments, planning job rotation and training programmes, and in making appointments to higher posts or in demotions or terminations or appointment to that particular posts.

Like other NMIs, supervision, particularly supportive supervision is clearly specified 'by laws and regulations governing management of human resource in public sector. The Public Service Act and Public Service Regulations specify the expected relationship between public servant and their supervisors to increase the efficiency and effectiveness of public service delivery. Supervision as a non monetary incentive is included in performance contracts, which supervisors and supervisees must sign each year. The contracts are ideally supposed to be executed in an open, fair and participatory way to ensure that workers' strong values are rewarded and weak points identified and corrected accordingly.

To ensure that supportive supervision actually occurs, the Public Service Regulations stipulates that 'public servants shall be given feedback at regular intervals of not less than six months on their performance against the objectives, and shall be given advice and support to improve any shortcomings'' Regulation 22(5). The law also recognizes the importance of recognizing the work and value of the country's workers. Clause 40(3) of the Public Service Act stipulates that 'relationship in the public service shall observe that every public servant is entitled to recognition and respect for dignity, regardless of hierarchy in the service'. Section 4 of the same clause goes on to emphasize the importance of co-operation in the workplace by clarifying that 'every public servant shall respect and co-operate with fellow public servant at work or elsewhere within public service in order to achieve the objective of public service''.

Also participation in decision making is an important ingredient of participatory management in the public service; it is a mechanism where workers directly or indirectly participate through representatives in discussions of their work and their general welfare. Clause 64 of the Public Service Regulations provides that “the representation of public servants in the discussions with employers on matters of employment and welfare in general shall be through workers’ councils and joint staff councils”. It is the mechanism which continues to be used in dealing with matters pertaining to civil servants. Workers may participate as member of trade union or through workers councils available to all employers. The policy directives as stipulated above mentioned legislations provide evidence that the importance of non monetary incentives in improving performance for public servants has been recognized. But is clear that there is a gap between what are expected outcomes and the actual outcomes.

2.4 The synthesis

There has been various theories concerning with non monetary incentives. One thing in applying these theories is the fact that they are not applicable in all contexts. Some of the non monetary incentives that are traced in various aspects includes; fringe benefits, delegation, promotion, mutual respect, good working conditions, status and security to mention few. It is bad lucky that employees are not getting many of the mentioned non monetary incentives. Monetary incentives have been seen as a most motivator. Employees in public sector in Tanzania have not been able to enjoy sufficient monetary incentives due to Tanzanian weak economy.

Samky (2008) made a study on the same study in private organization where she concluded that non monetary incentives is the most important aspect of inducing employees in exerting more effort at work place and that should be taken into consideration when manager want to reward their staff, also she argued that non monetary incentives increase employees morale and relationship among employees. Furthermore she argued that there was a relationship between non financial incentives and employees’ performance. Hamadi, (2004) made also a study on the

contribution of non monetary incentives in improving work performance in Tanzania; the study revealed that 32% of respondents agreed that non monetary incentives increased performance.

According to Yavuz (2004) on the study, non-monetary incentives may promote employees' willingness to exert more effort in their jobs, to go beyond expectations and to contribute to the organizational objectives fully when applied effectively in the public sector. The use of NMIs is an important factor in light of declining budgets and resource scarcity. They are much easier to administer than monetary incentives.

Fumbwani (2011) made a study on NMIs in Morogoro District Council and revealed that there is relationship between employees' characteristics and their preference toward non monetary incentives. Also the challenges facing the Council in utilizing NMIs was lack of funds to meet costs of providing them, difficulty in knowing what type of NMIs is suitable to which employees. Also the findings revealed that NMIs are less costly, they can address many needs of the employees such as social interaction, belongingness, recognition, respect, feeling of achievement and feedback on performance which ultimately improved employees performance.

Macha (2010) made study on NMIs in the Institute of Judicial Administration; the study shows that NMIs provided in the organization like training opportunities, promotion, good working environment etc increased employees' morale to perform their assigned tasks. Various research as shown above, similar to this study have been conducted by various researcher, but few studies have been made in LGAs and especially those in peripheral areas where NMIs could supplement available few monetary incentives available due to lack of financial capability in LGAs. So it is the intention of this study to look the contribution of non monetary incentives in improving workers performance in local authority case study being Nachingwea District Council.

Lameck (2011) made study on Non Monetary Motivation as Strategy for Improving Performance of Police Force at Police Force Headquarters in Tanzania revealed that 80% of respondents thought non financial motivation is an essential tool to be used for motivating employees. The study revealed available non monetary reward available at police headquarters are promotion, appreciation certificates, writing or verbal thanks, tour offering, medal awards, housing facilities, training, good working condition and recognition. So most employees are positive toward the use of non monetary incentives in workplace and can be effective in motivating them as a complement to monetary incentives.

As shown above from previous study conducted, it is clear that there is relationship between NMIs and employees job performance. The area which pioneered this study to be done is how the failure of one actor in provision of NMIs can affect the effectiveness of it utilization. The provision of NMIs depends also with the ability of National Government's willingness to support the utilization of NMIs in local authorities. Of the above study made none have been able to capture this gap and this has been the reason for this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the introduction, research design; section covers the number of sample population in the study. Section four shows the sampling procedure Section five is data collection methodology and last section covers the data coding/analysis.

3.2 Research Design

The case study design was used during the study, this is because it allows using combination of technique such as interview, questionnaire, observation and documentation which can facilitate in collection of data and it is cheaper and convenient to administer because researcher does not need to enquire the whole population. The research design used in the study was the case study which is non experimental. That is the case study seeks to describe a unit in detail, in context and holistically (Kombo and Tromp, (2009).

3.3 Research Area

The research was conducted at NDC. Nachingwea District is one of the six districts which form Lindi region located South-East of Tanzania Mainland with a total area of 7,070km², it lies 200-900 meters above sea level and between latitude 10⁰S - 11S of the Equator and longitude 38⁰-39⁰East of Greenwich. District shares borders with Ruangwa District North- East, to the South-East boardsers with Masasi District, South-West borders with Tunduru District and North-West with Liwale District.

The district headquarter is Nachingea Town. The Council has 13 departments and 6 units (see appendix I), with 126 registered villages, 551 hamlets, 32 wards that form 5 divisions. According to 2002 National Population and Housing Census, the population was 188,918 where males were 92,150 and females 96,768. The annual growth rate was estimated to be 2.3%, so currently the District population is estimated to be 195,754 people where 95,775 are males and 99,979 are females with a total of 55,983 households. The study will be conducted in NDC because the researcher is familiar with the Council but also it is one of the peripheral districts in

Tanzania with weak economy where NMI needs special attention in utilization. An Appendix I is attached as a map of the District and Appendix II is an organogram of the Council.

3.4 Population of the study

The population studied was NDC's employees who are permanently employed workers standing at 1438. This number includes heads of departments, head of units and lower level employees.

Table 3.1 Units of inquiry

S/N	Department	Number of workers	% of the total
1	Administration and Human Resource	189	13.1
2	Health	222	15.4
3	Finance	18	1.2
4	Planning	3	0.2
5	Agriculture, Irrigation and Cooperative	62	4.3
6	Livestock and Fisheries	15	1.0
7	Community Development	11	0.8
8	Water	16	1.1
9	Works	13	0.9
10	Primary Education	694	48.3
11	Secondary Education	155	10.8
12	Environment and Sanitation	23	1.6
13	Land and Natural Resource	17	1.2
	Total	1438	100.0

Source: Administration and Human Resource Department, Nachingwea (2013)

3.5 Sampling Procedures and the Sample Size

3.5.1 Sampling Procedure

The researcher used both probability sampling (Simple Random Sampling) and non probability sampling (purposive / judgemental sampling) in order to obtain respondents.

3.5.1.1 Simple Random Sampling

In conducting a simple random sampling, the exhaustive list (sampling frame) of all members of the population of interest was prepared. From the list, the sample was drawn so that each person or item had an equal chance of being drawn during selection in order to reduce bias. For this case only 10% for each study unit was included in the sample from all 13 departments (Table 3.2 shows how sample will be picked randomly).

Table 3.2 Simple Random Sampling

S/N	Department	Number of wokers	Sample Size	% of the total
1	Administration and Human Resource	171	17	12.0
2	Health	222	22	15.5
3	Finance	18	2	1.4
4	Planning	3	1	0.7
5	Agriculture, Irrigation and Cooperative	62	6	4.2
6	Livestock and Fisheries	15	2	1.4
7	Community Development	11	1	0.7
8	Water	16	2	1.4
9	Works	13	1	0.7
10	Primary Education	694	69	48.6
11	Secondary Education	155	15	10.6
12	Environment and Cleansing	23	2	1.4
13	Land and Natural Resource	17	2	1.4
	Total	1420	142	100.0

Source: Administration and Human Resource Department, Nachingwea (2013).

3.5.1.2 Purposive/Judgemental sampling

Under purposive sampling the researcher used skills and knowledge judgment about who are supposed to be included in the sample. For this case purposive sampling were used to obtain the sample of head of departments and units plus Council Director. It is important to include heads of departments and units in the sample since they form Council Management Team which is the corner stone in originating, supervising and implementing various Council Policies and decisions. In addition to the above mention thirteen departments, four head of units from Supplies Unit,

Legal, Internal Audit and Election unit was included in the sample. Two units was vacant at the time of this study.

Table 1.3 Purposive sampling

S/n	Study unit	Number of wokers	Sample size	% of the total
1	Council Director	1	1	5.5
2	Head of departments	13	13	72.2
3	Head of Units	4	4	22.2
	Total	18	18	100

Source: Administration and Human Resource Department, Nachingwea (2013).

3.5.2 Sample Size

A sample is a part of population or sub set of population. Milanzi (2009) defines Sample as any subset of a population. It is a portion of the population that is studied to learn about the population. The population of this study constituted all employees from thirteen departments and units to form total number of 1438 employees who are currently permanent employees of Nachingwea District Council. From the above employees 1438, 10% of employees were included in the sample for middle level officers and lower level cadres while all head of departments and unit was included in the sample.

Table 3.4 Sample size according to job level

S/N	Department	Population	Sample Size	% of the total
1	Council Director, Head of Departments and units	18	18	11.2
1	Administration and Human Resource	171	17	10.6
2	Health	222	22	13.7
3	Finance	18	2	1.2
4	Planning	3	1	0.6
5	Agriculture, Irrigation and Cooperative	62	6	3.7
6	Livestock and Fisheries	15	2	1.2
7	Community Development	11	1	0.6
8	Water	16	2	1.2
9	Works	13	1	0.6
10	Primary Education	694	69	43.1
11	Secondary Education	155	15	9.4
12	Environment and Sanitation	23	2	1.2
13	Land and Natural Resource	17	2	1.2
	Total	1438	160	100

Source: Administration and Human Resource Department, Nachingwea (2013)

3.6 Data Collection Methods

The researcher used both primary data as well as the secondary data. For the case of primary data, interview, questionnaires and observation were used. The respondents provided various replies in response to questions given to them which were qualitative and quantitative. Secondary data were obtained through various ways include office documents and library. Both methods have supplemented each other as the basis for theoretical and practical analysis of the problem.

3.6.1 Questionnaire

The questionnaire was distributed to various respondents to be answered at their own and returned within the agreed time. This method intended to make it possible to get information from many respondents without necessity of meeting them. Both English and Swahili languages were used in the written questionnaire, English questionnaires for Head of Departments and Units plus middle officers while Swahili language for lower level cadres to facilitate their understanding of the questions asked. The questionnaires were distributed to 130 respondents to be answered at their convenient time and returned the form within the agreed time. The target population were Council Director, 13 head of departments, 4 head of units, middle officers were 35 and lower level cadres were 77. The information collected from questionnaires was raw data as illustrated in Appendix III which provided a sample questionnaire which solicits research information.

3.6.2 Interview

In this study friendly atmosphere of trust and confidence were ensured to facilitate cooperation from respondents. The researcher was able to make sure that friendly, courteous, conversational and unbiased interview is ensured while making sure that respondents are on track. Total target of respondents to be interviewed was 30 respondents from lower cadres. The aim of using this method intended to capture more information which became inevitable through questionnaires. The questions were asked properly and intelligently in order to get more data which helped in analysis, the responses were recorded accurately and completely. At the same time, the questions asked by respondents were answered carefully. The approach of the interview was friendly, courteous, conversational and unbiased would not show

surprise or disapproval of a respondent's answer but it kept the direction of interview in its own hand, discouraging irrelevant conversational and all possible effort to keep the respondent on the track were made (Appendix IV is attached as guiding interview).

3.6.3 Observation

Through this method, researcher concerned carefully and recording down the events as they occur at work place. Since the researcher works with the NDC it was easy to observe all necessary behaviours related to the study. Through this method it was possible to get information in its natural settings. The researcher observed what is happening and recorded the data, interpret and understand the observed behaviour, attitude and situation more accurately and capture the dynamic of the social behaviour in a way that is not possible to capture through questionnaire and interview. It was easy to supplement answers obtained through interview and questionnaires, specifically issues of working environment, friendly conduct between supervisor and subordinates could be observed and generally application of non monetary incentives in general were made also possible to become known through observation (Appendix IV is attached as observation kit).

3.6.4 Documentary Review

This was another method used in the study for collection of secondary data. Various documents were available as far as this study is concerned in NDC. Among these documents were Council Training Programme for financial year 2011/12 and 2012/13, Public Service Act No.8 of 2002 and its Amendments by Act No.18 of 2007, The Standing Orders for Public Service (2009), and Public Service Regulations (2003). Through documentary review statistical information, profile of the organization were obtained that could not easily be obtained through questionnaire or interview.

3.7 Data coding, Entry, Analysis and Interpretation

The data was collected, organized, processed and analyzed from which interpretation was made. The data collected were analysed by applying both quantitative and qualitative approaches depending on the instruction used such as questionnaires,

interview, observation and documentary review. Quantitative data were tabulated; also charts, tables and graphs were drawn in order to present a clear picture of the situation. Data collected also were analyzed by using a computer software programme known as Statistic packages for Social science (SPSS). To test the association between independent and dependent variables, cross tabulation analysis using chi-square test were used. Interpretation of results was made on the basis of percentages which reflect individual responses on variables that were tested, individual responses reflected through percentages which helped to tell whether findings conformed to past studies.

3.8 Expected outcome of the study

The expected outcome of this study among others was to show how support, recognition and respect from co-workers, community and management increases employees job performance. The study is also expected to make organization management to have new approach in utilizing non monetary incentives since the Council has no incentive policy which will help the organization not only concentrating too much on monetary incentives while the organization economic capability is low.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Introduction

This chapter covers the presentation of research findings with five sections, which are; introduction, respondents' profile, identification of NMIs provided in NDC, contribution of each NMIs provided in NDC and problem encountered in implementation of NMIs in NDC.

4.1 Respondents' profile

4.1.1 Sex

This research encompassed all the two sex categories in order to avoid biasness in getting relevant information. The number of males involved in this study was 60 (44.8%), while females were 74 (55.2%) as shown in the table below.

Table 4.1 Sex category of the respondents

Sex category	Frequency	Percent
Female	74	55.2
Male	60	44.8
Total	134	100.0

Source: Research finding 213

4.1.2 Age

Pertaining to age category of respondents interviewed during this study it was noted that, 1.5% of respondents were below 25 years of age, while respondents with age between 25-40 years were 51.5%. Another age categories of respondents were those had age range between 41-55 years who according to analytical results were 40.3%, while the last age category which is age above 55 years were comprised 6.7% of respondents.

Table 4.2 Age category of the respondents

Age category	Frequency	Percent
Below 25 years	2	1.5
26-40 years	69	51.5
41-55 years	54	40.3
Above 55 years	9	6.7
Total	134	100.0

Source: Research finding 213

4.1.3 Marital

On the issue of marriage status, 22.4% were unmarried, 72.4% married, 3.7% widowed and 1.5% separated. The results are shown on table below.

Table 4.3 Marital status of the respondents

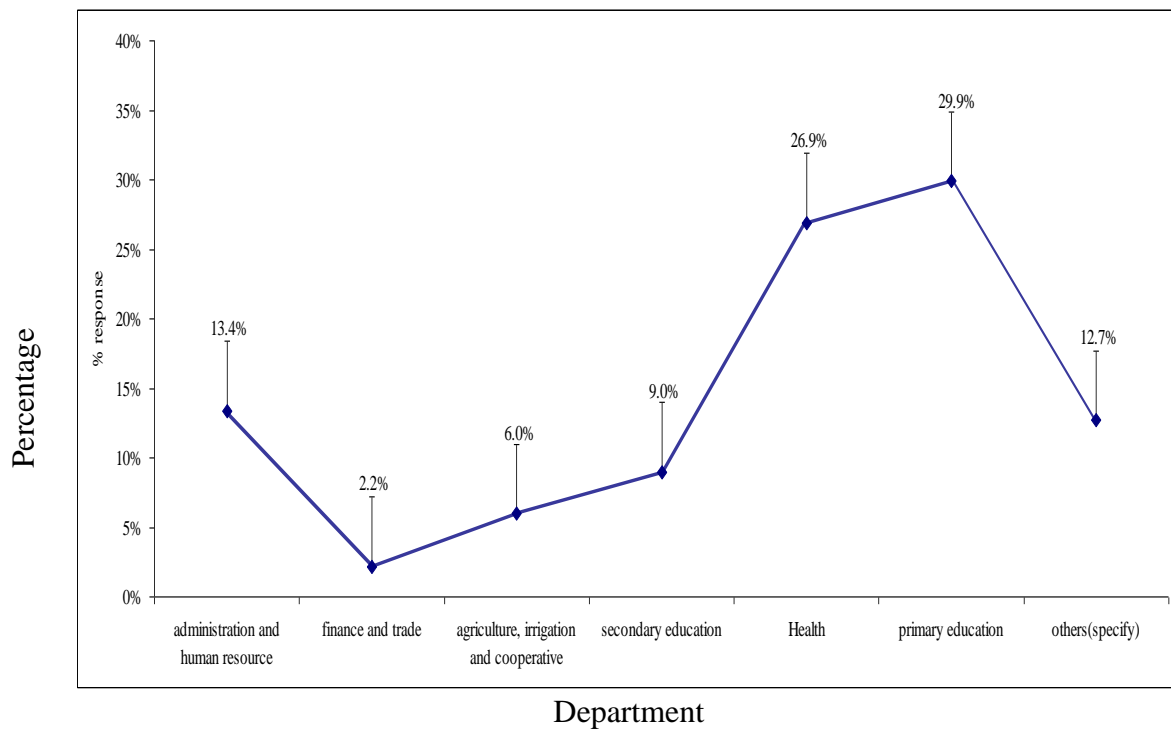
Marital status	Frequency	Percent
Unmarried	30	22.4
Married	97	72.4
Widowed	5	3.7
Separated	2	1.5
Total	134	100.0

Source: Research finding 213

4.1.4 Department

When respondents were asked to respond about the department they were working with, 13.4% were working in the department of Administration and Humana Resource, 2.2% Finance and Trade, the department of Agriculture, Irrigation and Cooperative constituted 6%, Secondary Education 9%, Health 26.9%, Primary Education 29%, other departments constituted 12.75.

Figure 4.1 Department categories of the respondents



Source: Research finding 213

4.1.5 Position

According to the findings from this study on the positions of the respondents in the organization, it was noted that, 9% were at managerial level, while 17.2% were middle level officers and 73.9% were lower level cadres.

Table 4.4 Respondents position level in the organization

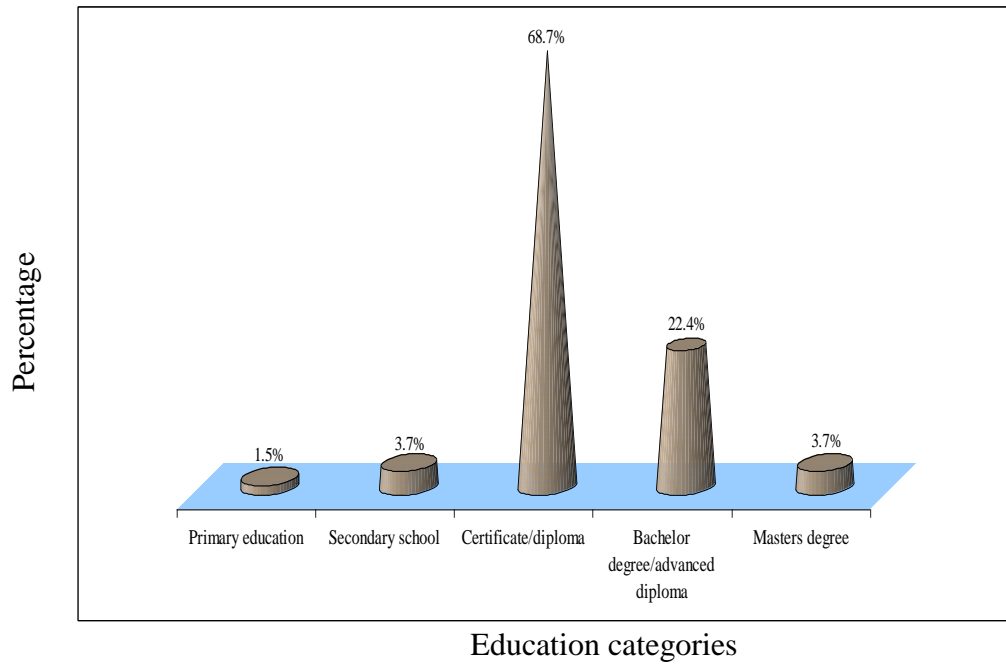
Position	Frequency	Percent
management level	12	9.0
middle level officer	23	17.2
lower level	99	73.9
Total	134	100.0

Source: Research finding 213

4.1.6 Education

When respondents were asked to show their level of education the results were as follows, primary education 1.5%, secondary education 3.6%, certificate/diploma 68.7%, bachelor degree/advanced diploma 22.4%, masters degree 3.7%.

Figure 1.2 Education level of respondents



Source: Research finding 213

4.2 To identify the non incentives provided by NDC

4.2.1 Awareness on council incentives

When respondents were asked whether they know anything about Council incentive policy, 21.6% responded yes, 58.2% responded no and 20.1% they said they don't know.

Table 4.5 Council Incentive Policy

Responses	Frequency	Percent
Yes	29	21.6
No	78	58.2
I don't know	27	20.1
Total	134	100.0

Source: Research finding 213

4.2.2 Most important incentive

When respondents were asked among two types of incentives, which one do they consider to be the most contributor to job performance, 74.6% monetary incentives and 25.4% said non monetary incentives.

4.2.3 Use of NMIs

When they were asked whether they have ever suggested anything regarding the use of NMIs in the organization, the responses showed that 46.3% said yes, 52.2% said no and 1.5% said they did not prefer them.

Table 4.6 Suggestion over the use of NMIs

Responses	Frequency	Percent
Yes	62	46.3
No	70	52.2
I don't prefer them	2	1.5
Total	134	100.0

Source: Research finding 213

4.2.4 Valuable type of NMIs

When respondents were asked what type of NMIs value most, the results showed that 55.2% valued most job related non monetary incentives, 17.9% Tangible non monetary incentives and 26.9% social non monetary incentives.

Table 4.7 Type of NMI most valuable

Responses	Frequency	Percent
Job related non monetary incentives	74	55.2
Tangible non monetary incentives	24	17.9
Social non monetary incentives	36	26.9
Total	134	100.0

Source: Research finding 213

4.2.5 Time spend by current supervisor

On the issue of time spent under current supervisor, 14.2% were below one year, 32.8% between 1-2 years, 20.1% responses were between 3-5 years, 17.2% were between 6-10 years, those with age between 10-14 years responses were 7.5% and finally 8.2% were above 15 years.

Table 4.8 Time spent with current supervisor

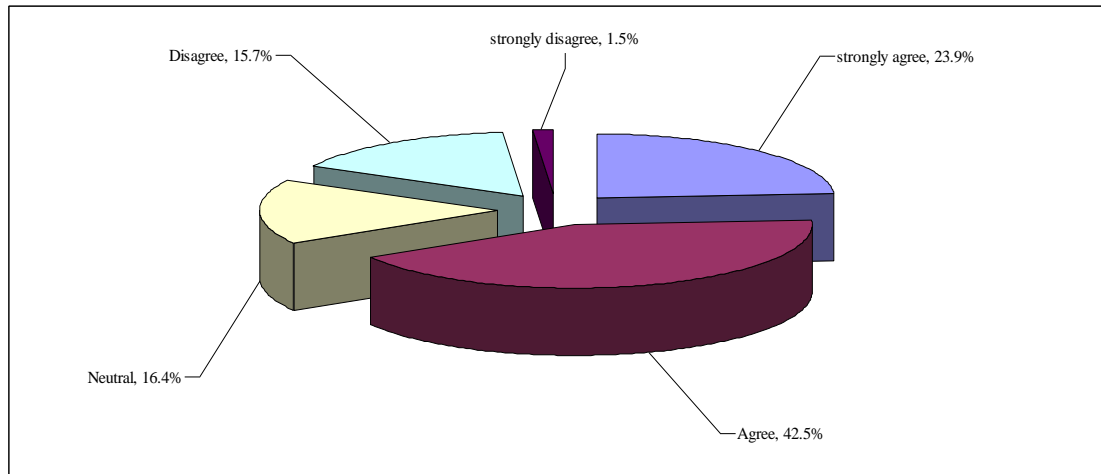
Time spent with supervisor	Frequency	Percent
Below 1 year	19	14.2
1-2 year	44	32.8
3-5 years	27	20.1
6-10 years	23	17.2
11-14 years	10	7.5
Above 15 years	11	8.2
Total	134	100.0

Source: Research finding 213

4.2.6 Impacts on friendly conduct with supervisors

On the issue of whether friendly conduct with supervisor created positive working atmosphere that may make respondent exert more effort to work, 23.9% responded that they strongly agree, 42.5% agreed, 16.4% were neutral, 15.7% disagreed, and 1.5% said that they strongly disagree.

Figure 4.3 Friendly conduct with supervisor



Source: Research finding 213

4.2.7 Human resource policies

Human resource policies was one of the research requirements whereby the research aimed to know if the organization have in place human resource policies and practices which provide employees a chance to perform tasks and receive desired rewards. The results from analysis implied that, 32.8% agree and 67.2% did not agree.

Table 4.9 Human resource policies

Responses	Frequency	Percent
Agree	44	32.8
Disagree	90	67.2
Total	134	100.0

Source: Research finding 213

4.3 To determine the contribution of each NMI provided by the NDC

4.3.1 Satisfaction of work performance

When respondents were asked whether they are satisfied with how they are getting recognition from their contribution, 64.2 % said they were dissatisfied, 3.7% neither satisfied nor dissatisfied and finally 32.1% said they were satisfied.

Table 4.10 Satisfaction with regard to recognition

Responses	Frequency	Percent
Dissatisfied	86	64.2
Neither satisfied nor dissatisfied	5	3.7
Satisfied	43	32.1
Total	134	100.0

Source: Research finding 213

4.3.2 Conveying feedback

On organizational management giving feedback to the employees on their performances, the research noted that, 10.4% strongly agree, 30.6% agreed, 14.9% were neutral, 44% disagree.

Table 4:11 Feedback regarding employees' performance

Responses	Frequency	Percent
Strongly agree	14	10.4
Agree	41	30.6
Neutral	20	14.9
Disagree	59	44.0
Total	134	100.0

Source: Research finding 213

4.3.3 Verbal appreciation

On whether supervisor provides verbal or written appreciation when employees successfully completed a particular task, the responses revealed that 12.7% strongly agreed, 29.9% agreed, 14.9% neutral, 38.7% disagree, and 4.4% strongly disagree.

Table 4.12 Verbal or written appreciation

Responses	Frequency	Percent
Strongly agree	17	12.7
Agree	40	29.9
Neutral	20	14.9
Disagree	51	38.1
Strongly disagree	6	4.5
Total	134	100.0

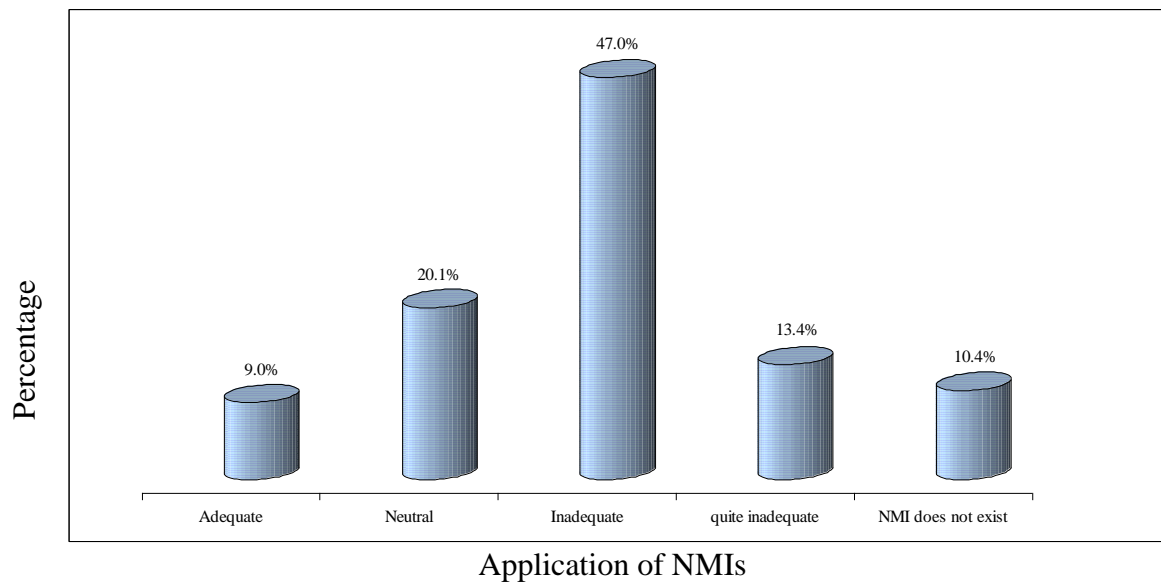
Source: Research finding 213

4.4 To identify problems encountered in the implementation of NMIs

4.4.1 Application of NMIs in NDC

When asked on the level of application of NMI in NDC, 9% said it was adequate, 20.1% neutral, 47% inadequate, 13% quite inadequate, and 10.4% NMI does not exist.

Figure 4.4 Level of application of NMI



Source: Research finding 213

4.4.2 Workers growth opportunity

The research wanted to know whether the process of growth opportunities for workers is fair and transparent. In that respect, it was revealed that, 26.9% respondents agree and 73.1% respondents disagree.

Table 4.13 Process of growth opportunities

Responses	Frequency	Percent
Agree	36	26.9
Disagree	98	73.1
Total	134	100.0

Source: Research finding 213

4.4.3 Working environment

When respondents were asked whether working environment is conducive enough for them to unleash all their potential, the results revealed that 18.7 agree and 81.3% disagree.

Table 4.14 Working environment

Responses	Frequency	Percent
Agree	25	18.7
Disagree	109	81.3
Total	134	100.0

Source: Research finding 213

4.4.4 Support and recognition by co-workers

When respondents were asked how they were supported, recognized and respected by co-workers, management and the community around them, 59.0% agree, 0.7% undecided, 40.3% disagree.

Table 4.15 Support, recognition and respect

Responses	Frequency	Percent
Agree	79	59.0
Undecided	1	0.7
Disagree	54	40.3
Total	134	100.0

Source: Research finding 213

4.4.5 Participation on decision making

When asked whether organization provide chance to participate in decision making, the results showed that 7.5% strongly agree, 20.1% agree, neutral 16.1%,disagree 43.3% and 12.7%.

Table 4.16 Participation in decision making

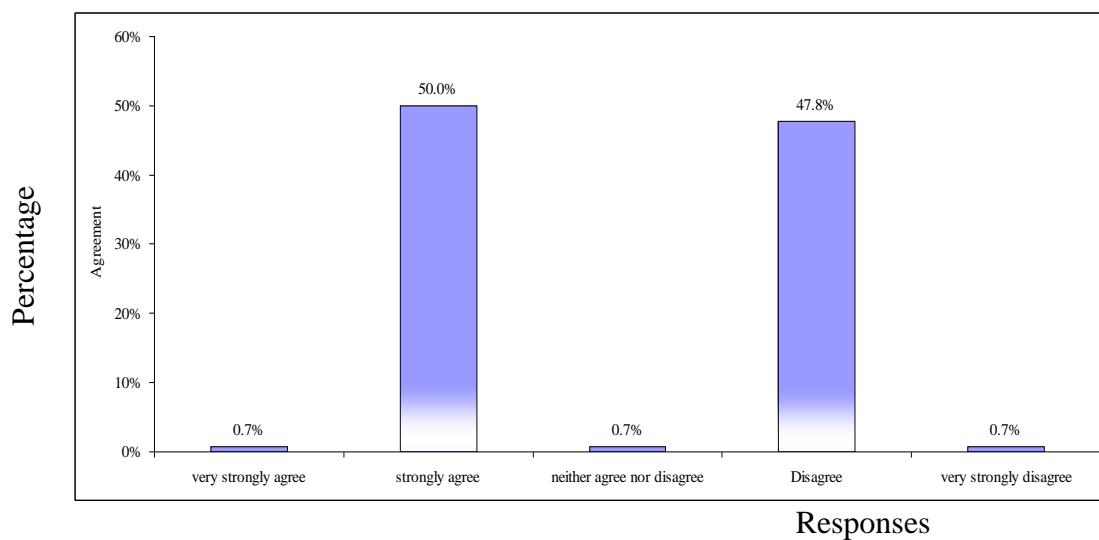
Responses	Frequency	Percent
Strongly agree	10	7.5
Agree	27	20.1
Neutral	22	16.4
Disagree	58	43.3
Strong disagree	17	12.7
Total	134	100.0

Source: Research finding 213

4.4.6 Challenges on implementation of NMIs

Research findings revealed that, the organization management faced challenges in implementing NMIs, whereby it was noted that 0.7% respondents were very strongly agreed strongly agree 50.0%, neither agree nor disagree 0.7%, disagree 47.8% and very strongly disagree 0.7%.

Figure 4.5 Challenges facing organization in implementing NMIs



Source: Research finding 213

4.4.7 Promotion to employees

Last question intended to show if the organization has provided chance for employees to be promoted timely according to available human resource policies, the results revealed that 29.1% responded yes, 60.4 % responded no and 10.4% responded that they do not know.

Table 4.17 Promotion of employees

Responses	Frequency	Percent
Yes	39	29.1
I don't know	14	10.4
No	81	60.4
Total	134	100.0

Source: Research finding 213

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter covers the discussion on the findings, it cover three sections. These sections are introduction, discussion of research findings and challenges hindering utilization of NMIs.

5.2 Discussion of research findings

5.2.1 Suggestion over the use of non monetary incentives

This question was aimed to know if employees have the chance to participate in implementing NMIs by giving out their views on how the Council can implement effectively NMIs. The results revealed that 46.3% responded yes, 52.1 no and finally 1.5% they did not prefer them. Areas available for employees to provide their views with regard to matter relating to employees matters are through departmental meetings, council management committee meeting, also at ward level through quarterly workers meetings. On cross comparison with the result of question 19, study revealed that there is an association between mechanism of organization in providing chance to participate in decision making and employees' chance to suggest anything with regard to utilization of NMI in the organization.

When employees are provided chance to provide suggestion over the use of NMIs and the organization management approves their suggestions, this provides chance for consensus between two parties. When employees constantly provide suggestions over the use of NMIs it is clear that they know the importance of them. Provision of suggestions provides the basis for shared values and incentives are likely to be applied in the organization. Employees tend to build a sense of ownership to those incentives which in turn formulate the basis of its utilization.

Table 5.1 Suggestion over the use of non monetary incentive

		Does the organization provide you a chance to participate in decision making?					Total
		strongly agree	Agree	neutral	Disagree	strongly disagree	
Have you ever suggested anything regarding the use of NMI in the organization?	Yes	8	17	8	28	1	62
	No	2	10	14	29	15	70
	I don't prefer them	0	0	0	1	1	2
Total		10	27	22	58	17	134

Source: Research finding 213

Table 5.2 Chi-Square Tests on the suggestion over the use of non monetary incentive

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.695 ^a	8	0.006
Likelihood Ratio	24.658	8	0.002
Linear-by-Linear Association	13.767	1	0.000
N of Valid Cases	134		

Source: Research finding 213

Since the chi-square value is 0.06 which is less than the established significant level of 0.05, it can be concluded that there is significant association between the mechanism available in providing chance to participate in decision making and employees' chance to suggest anything with regard to utilization of NMI in the organization. The study made by Yavuz (2004) in public sector in Turkey revealed although 70% haven't suggested anything although they wished the non monetary incentives to exist in organization.

5.2.2 Friendly conduct with supervisor

Analysis of the situation on whether friendly conduct with supervisor creates a positive working atmosphere which may increase performance of employees. There is currently great concern on how supervisor demonstrate their care for employees as individuals. Findings revealed that 23.9% responded that they strongly agreed, 42.5% agreed, 16.4 were neutral, 15.7% disagreed, and 1.5% said that they strongly disagree.

With complexity of organization activities, employees today want to see supervisor treating them in a positive manner which will reinforce positive behaviour. Although the study by Yavuz (2004) on the same matter revealed that 33,3% responded that the friendly conduct with supervisor have positive working atmosphere, while 26.9% were neutral and 39.8% did not agree with the statement. The friendly conduct will open the way for employee to be free to ask the supervisor on the best way to improve performance and by so doing it will turn into improved work performed. McClelland (1975) have people with high need for affiliation like joining groups, participate in pleasant social activities and also they obtain great satisfaction from being accepted others. Friendly conduct is the base of employees' appreciation to employee which in turn will help him/her induce more effort in production process.

In appreciation of the role friendly conduct between supervisor and subordinate, Keller's (1965) study to identify the job factors important to employee found that eight factors none of which related closely to monetary rewards. The eight factors were job satisfaction, pride in organization, relation with fellow workers, relation with superiors, treatment by management, opportunity to use ideas, opportunity to offer suggestions at work and appreciation of one's efforts.

5.2.3 Feedback culture

A well-functioning and effective feedback mechanism between workers and management is the backbone of supportive supervision. Overall analysis indicates that workers had negative perception regarding day to day supervision and feedback. The question asked here was whether organization management provides feedback about employee's performance, their responses showed that 10.4% strongly agreed, 30.6% agreed, 14.9% were neutral, 44% disagreed. Feedback about performance tend to reinforce employees to exert more effort toward tasks accomplishment, when employees are given feedback it positively improve morale of the receiver and when it is negative feedback it tend to improve the performance of the receiver.

Although only 41% have the opinion that the NDC have feedback culture, it is an indication the Council is trying to a certain extent to make sure that NMIs are made largely utilized.

When yavuz,2004 made the same study in public sector in Turkey, the response revealed that employees were satisfied with available feedback mechanism, also a study by EQUINET IN Health sector in Tanzania revealed that employees has positive perception regarding day to day supervision and feedback. The findings in Nachingwea District Council has revealed the results shown above, to certain extent the reason why many employees are not satisfies with feedback mechanism can be the fact that there is poor internalization of Open Performance Review and Appraisal System (OPRAS) since its introduction in 2004. Also it has been so difficult for officers from Council to make supervision at lower level due to scarcity of resources. When cross tabulation were used to make analysis on position level, feedback mechanism proved positive feedback mechanism at management level as compared to the rest levels in the organization.

On cross tabulation on whether the organization management provides feedback regarding employees performance against position level showed the result as indicated below.

Table 5.3 Cross tabulation between feedback against position level

		Which of the following describe well your position level?			Total
		management level	middle level officer	lower level	
Does the organization management provide feedback regarding your performance?	strongly agree	4	3	7	14
	Agree	3	10	28	41
	Neutral	2	2	16	20
	Disagree	3	8	48	59
Total		12	23	99	134

Source: Research finding 213

Chi-Square Tests

Table 5.4 Relationship between feedback against position level

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.392 ^a	6	0.077
Likelihood Ratio	9.469	6	0.149
Linear-by-Linear Association	6.599	1	0.010
N of Valid Cases	134		

Source: Research finding 213

Since the chi-square value is 0.077 which is less than the established significant level of 0.05, it can be concluded that there is significant association between organization management provision of feedback regarding your performance and position level.

5.2.4 Recognition

Most employees in public sector are of considerations that their contribution in the organization are not highly appreciated and recognized adequately, evidence suggest that the absence of recognition and respect at work place and from community may be a potential aspect to induce employee to perform much better. In any organization in order to accomplish all objectives laid down in the organization strategic plan, consideration is to see every individual being recognized for what he/she contribute in the organization.

The question here was whether employees were satisfied with the way organization recognized their contribution. When respondents were asked whether they are satisfied with how they are getting recognition from their contribution, 64.2 % said they were dissatisfied, 3.7% neither satisfied nor dissatisfied and finally 32.1% said they were satisfied. The study revealed that large number of employees was not satisfied with the way organization recognized their performance. According to reinforcement theory, behaviours' that are positively reinforced tend to be repeated and in turn will be rewarded appropriate recognition.

The same study by Yavuz (2004) revealed that total agreement was 19.75; disagreement was 69.8%, most of the employees as the results revealed that their positive behaviours in work place are not appreciated and reinforced through social non monetary incentives. Public employees in Local Government Authorities like other employees in public sector who have job security and fixed level of wage regardless of performance, may not induce employee to exceed expectations unless he/she is treated different from other employees when making contribution. So, effective recognition system should exist besides compensation and benefits which will differentiate high level performing employees from lower performers.

5.2.5 Level of application of non monetary incentives

Finding revealed that the level of application of non monetary were inadequate. Only 9% said it was adequate, 20.1% neutral, 47% inadequate, 13% quite inadequate and 10.4 NMI does not exist. Together with employees who responded that non monetary incentives do not exist, the percentage of negative answers is 70.4%. On housing for stance, the available houses are not enough to cover all employees, head of departments enjoyed the available houses free, and other 44 houses at council level were provided to various middle level officers, no supportive staff have the privilege of being given house, at lower level in villages, workers for health department and education at least enjoys available houses although not enough. The rest of workers from other departments have never been able to enjoy any house privilege available.

Most employees as results revealed were not satisfied with the level of application of non monetary incentives, when looking on the issue whether they have any knowledge of the existence of council incentive policy 21.6% responded yes, 58.2% responded no and 20.1% they said they don't know. Since the council has no incentive policy this provides chance for few employees to know the availability and applicability of non monetary incentives. The study by Yavuz (2004) on the same issue revealed that employees in public sector in Turkey considered application of NMI as inadequate. The results revealed that 53.3% said NMI was inadequate or quite inadequate.

5.2.6 Growth opportunities for workers are fair and transparent.

Employees want the opportunities to develop and grow professionally. They need the opportunities to grow in their job and within the organization. This can be achieved by having a defined development plan for each employee. Results revealed that 26.9% agree and 73.1 disagree. By average of employees under the current supervisor, more than 14.2% of respondents were below one year, 32.8% between 1-2 years, 20.1% responses were between 3-5 years, 17.2% were between 6-10 years, those with age between 10-14 years responses were 7.5% and finally 8.2% were above 15 years.

Through interviews some employees have lamented that the growth opportunities were not fair and transparent, and of the cause being poor application of training needs assessment. It is shown that selected employees for the study based not on merit but rather favouritism and friendship from supervisor. The study by EQUINET IN Health sector in Tanzania showed that training for public employees were mentioned to be one of the strongest motivator because employees can still earn their salaries while on study leave and retain their jobs. Also they get addition skills for their job and once accomplished their study they are assured of being promoted.

The essence of fair and transparent training process is basically intended to show that employees are aware on how this process is coordinate and providing equal chance for all employees who qualify with laid down criteria and are selected accordingly. If justice is not seen in training process, instead of becoming one of the mechanism to induce employees to exert more effort to work it can in turn become one of the mechanism to de-motivate employees. The study made by Issa (2012) in President's Office Finance, Economic and Development Planning in Zanzibar revealed that 55% responded that no training need analysis were conducted in the organization, supervisor appointed all those they think qualified for training without analyzing the requirement at organizational and individual level. This provide at the end room for nepotism. Currently the available mechanism of arrangement for career development is through council training programme prepared by through partial training need assessment annually. Human Resource department is responsible for coordinating training programme, one of the reasons why most employees feel that growth opportunities are not transparency is the fact that the council has no its own human resource development policy.

5.2.7 Working environment

Work environment has become a good non monetary incentive for employees. Today organizations are offering air-conditioned rooms and state-of-the-art furniture for the employees. When respondents were asked whether working environment is conducive enough for them to unleash all their potential, the results revealed that 18.7 agree and 81.3% disagree.

Issue of working condition in public organization has been a very critical issue. The employee's responses were generally negative. With weak economy facing public institution in Tanzania it has become very difficult to have enough financial resources to cover necessary requirements in offices. Even by observation as the researcher is working with the organization, the working environment was not conducive enough. Various offices lacked enough and necessary working tools, over congestion in one office.

When visited primary schools available in rural areas situation was not friendly to employees. Offices were not enough and even those available lacked important equipments to qualify of being an office. Respondent were of opinion that organizational management were not valuing their contribution to the organization objectives by failing to provide with them adequate office infrastructures. On other part, health service delivery showed a certain kind of improved office facilities even those available in rural areas. Financial constraints have been one of the most constraints for improvement of working environment in most areas. This finding matches with the study by EQUINET IN Health sector in Tanzania which revealed that the perception of health workers of their working condition was largely negative. 51.26% of public employees disagreed that the working environment allowed them supervisor to unleash all their potential. Also the same result was provided by 41.37% of workers in the private not-for-profit sector.

5.2.8 Support, recognition and respect

Evidence suggests that the support, recognition, and respect at workplace by co-workers, management and the community can be a strong instrument to help employees perform more. When employees feel that their performance are highly by both co-workers and the community they are serving it will automatically improve their performance more and they will struggle to maintain the trend. When respondents were asked whether their contribution were respected and recognized by workers and management 59.0% agreed, 0.7% undecided, 40.3% disagreed.

Through interviews respondents revealed that one of the methods used by supervisors in supporting their career were through coaching and mentoring, they said that this helped them to correct whatever they were doing bad, they revealed that when they were informed their fault they were able to correct whatsoever wrong doing to avoid repetition of the same. Also in most cases at village level, employees revealed that village community have not done enough in recognizing their services although they are working for the betterment of village community. Also organization management provided monthly vouchers for communication for head of departments, units and sections as one of the mechanisms of recognizing their contribution in the organization.

In a similar study by EQUINET made study in Health sector in Tanzania, the results revealed that employees have positive perception on how their fellow workers, their supervisors and community around them value their contribution in the provision of health services.

5.2.9 Council Incentive Policy

Policy available in the organization helps to inform the important stakeholders of its existence. In general incentive policy available can be helpful to make employees to know what incentives are available to help them exert more effort. Incentive policy for the organization will be specific for the organization concern. When respondents were asked whether they know anything about Council incentive policy, 21.6% responded yes, 58.2% responded no and 20.1% they said they don't know. For sure the council have no specific policy for itself, various incentives available are the result of National level human resource policies, and incentives policy when made available provides a means to bind employers to provide various incentives to workers. Example of such non monetary incentives available through human resource policies are housing for head of departments provided through their letter of appointments, Public Service Act, Public Service Regulations and Standing Orders for Public Service provides some of non monetary incentives like promotion for deserving employees, feedback mechanism, training, recognition, participation in

decision making. If the Council had incentive policy it could have helped to have consensus of what kind of incentives to be included but also timing of its provision.

5.2.10 Participation in decision making

When employees participate in decision making they feel the sense of ownership of decision made and when implementation is made compliance become high and which can led to accomplishment of tasks very early. The responses on whether employees participate in decision making revealed that 7.5% strongly agree, 20.1% agree, neutral 16.1%, disagree 43.3% and strongly disagreed 12.7%. The available mechanism for employees to participate in decision making is made through workers council and departmental meetings, when employees participate in decision making they feel also that their ideas are valued and given opportunity to affect the work process. It help the organization to benefit from the knowledge and skills of employee whenever and wherever possible.

Respondents lammented that although to minimum extent workers have the chance to participate in variuos decisions, there were less feedback mechanism to decision agreed. Also some decisions made at work place ended without implementation. The findings above is similar to the result reached on the same issue by Yavuz,2004 in Public Sector in Turkey where 16.9% of employees agree that their opinion are asked when decision is made in the workplace but 65.3% think that there are no mechanisms such meetings or informal settings where employees can express their opinions.

5.2.11 Challenges in implementing non monetary incentives

Question number 22 intended to reveal if the organization management faces challenges in implementing NMI, the results revealed that 0.7% very strongly agrees strongly agree 50.0%, neither agree nor disagree 0.7%, disagree 47.8% and very strongly disagree 0.7%. Nachingwea District Council like other Councils in Tanzania face challenges in providing such incentives. Financial resources remain to be the great challenges, the council face own sources budget constraints and it really forced to depend much of its fund from central government. Housing for workers is limited to few high level officials, in rural areas only few are available for employees, the

council is unable also to provide enough working tools and working space in quietly inadequate. The council rely on national level human resource policy; by so doing it has been so difficult to consolidate its own incentive which would have helped employees to various available incentives.

The study made by EQUINET made study on Health sector in Tanzania revealed that there was no specific budget allocated for improving non monetary incentives despite its importance. Also government provide specific guidelines for improving some of the non monetary incentives such as housing for senior officers. Even if non financial incentives are institutionalized through standing orders and government policies, their sustainability is eroded by the absence of special earmarked funding for their implementation. Also decentralized districts lack of adequate powers and authority over the management of human resources on their disposal might go some way to explaining the observed ineffectiveness of non monetary incentives.

5.2.12 Promotion of employees

Last question intended to show if the organization has provided chance for employees to be promoted timely according to available human resource policies, the results revealed that 29.1% responded yes, 60.4 % responded no and 10.4% responded that they do not know. On cross tabulation between position level and promotion opportunities 50% of employees at management level were satisfied, 41% were not satisfied but on lower level employees 68% disagreed with the available promotion opportunities, and only 23% agreed with the existing promotion opportunities. Also chi square tests revealed the correlation of the two above at 0.57. According to existing human resource policies employee is supposed to wait for three years to be promoted or re-promoted after meeting all necessary perquisites like fulfilling the necessary performance criteria through open appraisal system, education and professional qualifications. In practice this process is coordinated by the Council Human Resource Officer who provides recommendations for the promotion of employees to the President's office, Public Service Management who is responsible to make final decision whether promotion should be granted. The study showed those workers' experiences from the implementation of promotion policies

point a gap between what is specified in the policy and what is actually happens on the ground.

The study made by EQUINET made study on Health sector in Tanzania revealed that promotion process face the challenge of not being transparent in public sector since one of the instrument used as a measure for promotion is through open appraisal system which seems to be complicated and not well understood by employees, the study also revealed that employees through promotion felt recognized and appreciated for their performance which at the end induced them to perform more.

The finding of study on promotion opportunities is also supported by the study made by Ertekin (1978) stated that according to 40% of superiors in the Ministry of Internal Affairs and General Directorate of State Hydraulic Works, promotion opportunities were not adequate, while 77% of subordinates in the ministry of internal affairs were dissatisfied with the promotion opportunities.

5.2.13 Type of NMIs valued most

Throughout the study three types of NMIs were under discussion, these types are; job related non monetary incentives, tangible non monetary incentives and social non monetary incentives. Results showed that 55.2% valued most job related non monetary incentives, 17.9% Tangible non monetary incentives and 26.9% social non monetary incentives.

Findings revealed job-related non-monetary incentives was the most valued NMIs; identified example of NMIs in NDC included; participation in decision making, growth opportunities such as training programs and promotion. To them promotion opportunities increased the morale as a means of recognition but also it increased some income to meet necessary daily needs. Training opportunities today has become one of the issues which employees consider before joining organization. It provide room for employees to increase their performance after gaps identified during training needs assessment are filled, but it has become a simple of power in organization for employee herself after studies and mainly for post graduate studies.

At the end this incentive tends to provide employees the opportunity to develop their potential and may satisfy the growth and self actualization needs of employees. Tangible non-monetary incentives ranked the second among the highly valued NMI. For employees, tangible non-monetary incentives provided to employees is seen as symbol of achievement and it becomes something physical to show off; examples of such types provided include; certificates of thanks and appreciation. Social Non-Monetary incentives ranked the third among the type of NMIs valued most. This types aims in showing that employees are valued, cared and appreciated by their superiors. When superiors handle the subordinates and have care for them, then it ultimately fosters performance of employees.

5.3 Challenges hindering utilization of non monetary incentives

The study revealed various factors that act as an obstacle over the utilization of non monetary incentives.

5.3.1 Inadequate financial resources

It is not financial incentives which require financial resources; even non monetary incentives need to be implemented in certain manner with the help of financial resources. Issues of housing, training opportunities, working environment all these require a commanding amount of resources to be available. Council like Nachingwea where funds to large extent is obtained from central government are not enough and even unrealistic. Own source collection is also fragile. So this has made organization to be unable to meet all requirements on the above mentioned areas.

5.3.2 Lack of Council incentive policy

As indicated in the research findings, the council has no policy a far a incentive provision is concerned. Although non monetary incentives are institutionalized by government policies, need to have a single document which will combine all incentive packages from national level policies is very important. It will be easy also to accommodate even specific non monetary incentives which can be provided. This will provide chance supervisor to know what incentives are available to be implemented.

5.3.3 Lack of adequate information

Non monetary incentives must be known to employees the role it plays. Management was not able to make sure that all employees about available non monetary incentives but even most supervisor does not know where to apply a certain kind of NMIs. This issue tend to cause mistrust, resentment and apathy to management.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter summarizes the important issues resulted from the analysis as well as drawing conclusion of the various interpretation of the presented information. It provides policy implication for the improvement in provision of non monetary incentives.

6.2 Summary of the study

In order for a certain organization to succeed various factors are of most important, like national policies, external environment, availability of resources and talented, motivated employees. The study was about to investigate on how non monetary incentives contribute to employee job performance. In the first place the study explored the literature regarding the topic under study. The literature review showed that in order for non monetary incentives to be applicable as instrument to make employees perform more. The study revealed that many employees although they recognize the role of non monetary incentives, but to them monetary incentives play a great role to induce performance as it enable employees to meet their needs.

A non monetary incentive involves no direct payment of cash. Some example of these incentives are participation in decision making, recognition, career development opportunities, letters of appreciation, promotion, assigning challenging duties.

It is well known that non monetary incentives offer some advantages. Some NMIs cost nothing the organization as it involve direct money, they are easier to administer than non monetary incentives. As emphasized by various theorists in chapter two, employees need also psychological needs besides material needs which can be met by monetary incentives.

On the impact of non monetary incentives on performance, the study revealed that employees provided with NMIs increase morale and finally they perform their duties accordingly.

6.3 Conclusion

The incentive type which employees value most is monetary incentives; most employees were concerned with the fact that monetary incentives are able to make employees to meet their daily needs. Most employees see monetary incentives as an end in itself. When monetary incentives are met, it is likely that non monetary incentives will become important factor to induce employees' performance.

Although employees consider much monetary incentives as most valuable incentives, but employees agrees that non monetary incentives also play a great role to make employees exert much effort at work place.

When looking on what kinds of NMIs provided by the NDC. The findings revealed that utilization of non monetary incentives to large extent is within the capacity of council management especially those incentives which do not needs the application of financial resources for its availability. Available non monetary incentives were job related non monetary incentives, tangible non monetary incentives and social non monetary incentives. Among all job related non monetary incentives was the leading favoured incentives to employees which to them increased their performance to large extent as compared to other non monetary incentives. Examples are participatory decision making processes from lower level to higher level, education on available non monetary incentives.

Employees throughout the study were of the opinion that NMIs have contribution toward their performance. Whether job related, tangible or social non monetary incentives, employees recognized their presence and to them NMIs provided inner force to exert more effort toward job performance. On considering the perception of employees of any contribution of NMIs to their performance, employees considered NMIs as one of the tool to increase performance. To them recognition even by words increased their level of performance, also participation in decision making, good

working environment, promotion opportunities and even training opportunities. To them these items provided a sincere relationship with organization rather than just seen as pure exchange relationships where they exchange their labour for money. It led increased commitment of employees which ultimately led to higher performance.

Sincerely speaking, NDC faces problems in implementation of NMIs. One of the greatest problems identified is the position of monetary incentives in the organization. People see money as a symbol of power and prestige and this could explain the reason why many employees perceive money as the only and sufficient way to realize their goals. This perception will in turn minimize the value of non monetary incentives in employee's mind. So, monetary incentives are seen as a means to an end in itself. Also there is great shortage of financial resources to help in financing NMIs. It is not astonishing to find out that 74.6% of respondents favoured monetary incentives as compared 25.4% of respondents who favoured non monetary incentives.

6.4 Recommendations

The study have revealed that to certain extent NDC have achieved in implementing the programme of utilizing NMIs, so with regards to findings NMIs have potential role to play in improving employees performance if necessary circumstances are met. With regard to kinds of NMIs provided by the NDC, the study revealed that available non monetary incentives were job related non monetary incentives, tangible non monetary incentives and social non monetary incentives. What can be recommended on those incentives provided is to make sure that the council has its own incentive policy to make sure that all incentives which can be provided are documented and education is provide to employees over the available incentives. Senior officer must be informed the need for implementing those incentives so that the organization can internalize throughout.

Since employees were of positive opinion that NMIs have contribution toward their performance, it is the duty of the organization management to be committed in provision of such kind of incentives. Council incentive policy will help to make sure

that employees are made aware of all available incentives. What organization need is sincere commitment with regarding the cost of utilizing non monetary incentives which costs less organization resources while other NMIs cost nothing over its provision.

NDC faces challenges in utilizing NMIs. The council must realize that there are various NMIs which costs less over its provision like participation in decision making, recognition sports events, respect, feedback about performance, belongingness, social interaction etc; all these can be helpful if utilized first as they costs less for the organization. Employees should be informed available non monetary incentives and its importance. Those NMIs which needs organization commitment through financial resource, it is that duty of the organization to prioritize them so that when it reaches a certain point, the whole organization employees can be in a good position to enjoy them.

6.5 Areas for further research

The study confined itself to NDC, so it is difficult to reach consensus over the contribution of NMIs over employee's performance in all public sector due to small number of respondents and even the nature of work at NDC as compared to other public service provided in the areas. So the study can also be made in other city or municipal councils or independent government's organization.

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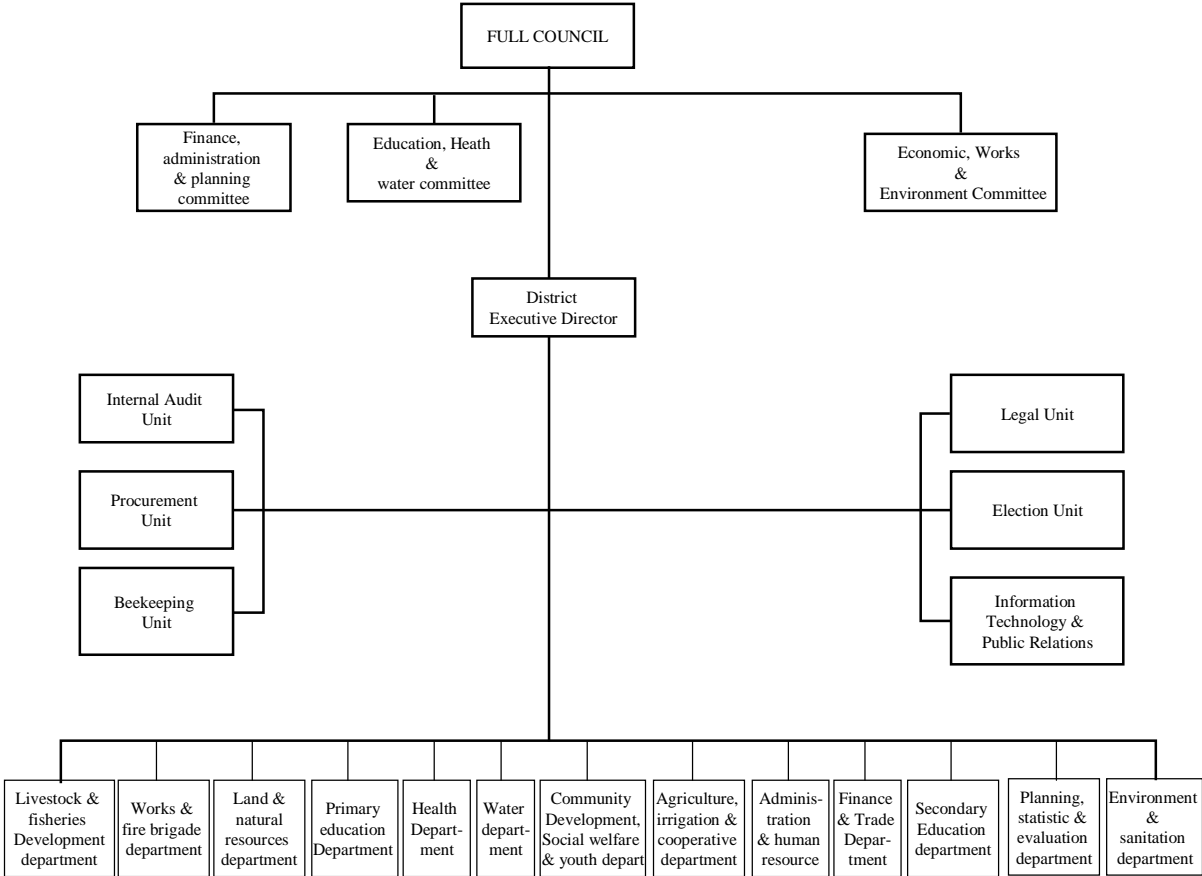
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APPENDICES

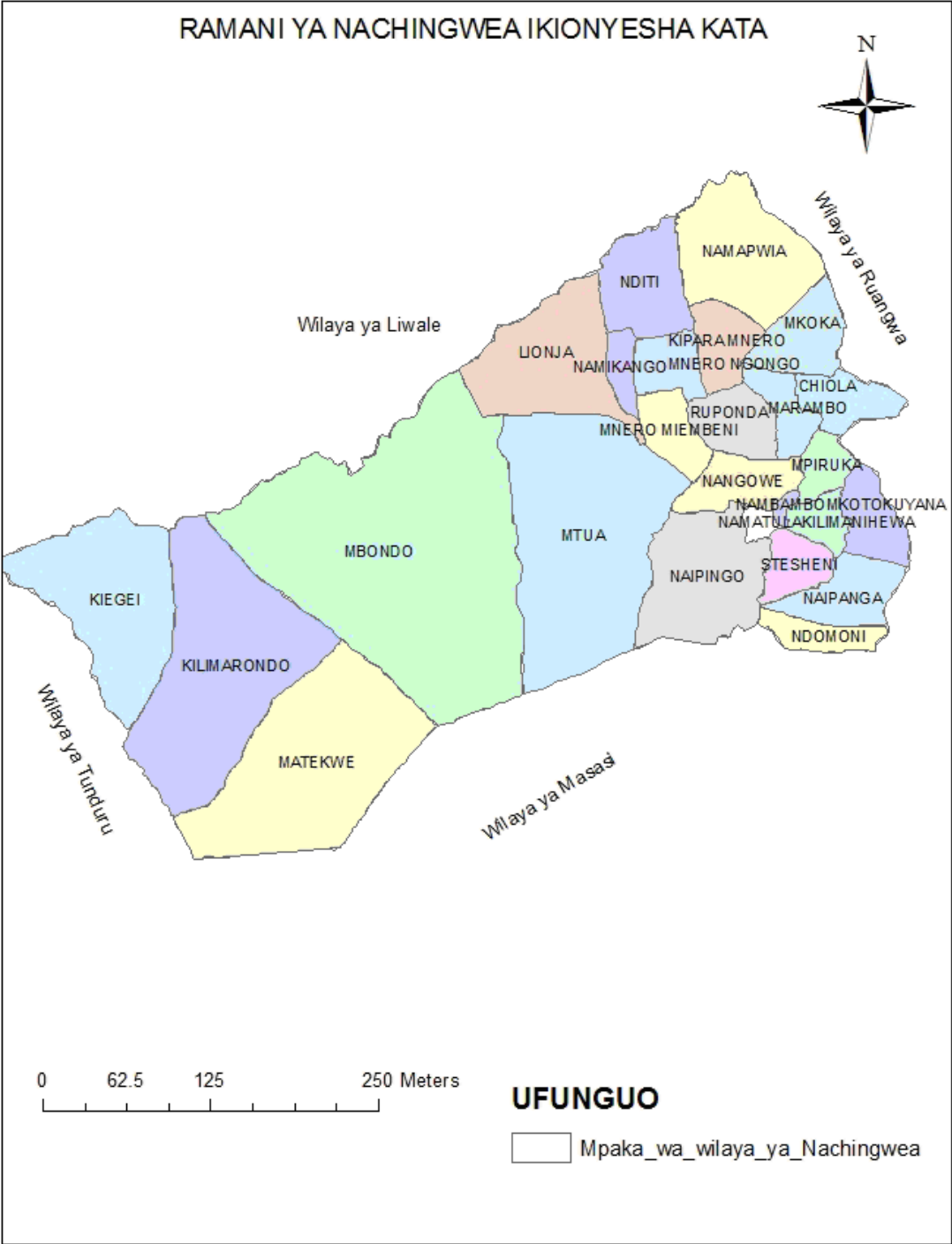
Appendix 1;

Nachingwea District Council organization structure



Appendix II

A map of Nachingwea District



Appendix III

Questionnaire for the respondents

Part A: Introduction

I am a Master Degree student in *Human Resource Management at Mzumbe University, Morogoro* on the research titled: “*The Role of Non Monetary Incentives in improving workers performance in Local Government Authorities, a case of Nachingwea District Council*”. This study will be conducted in partial fulfilment for the award of Master Degree student in Human Resource Management. I kindly request you to respond to questions given in the attached questionnaire. Please be assured that the information that will be provided through your responses will be treated confidential and they will not affect your employment negatively by any means but they are purely for academic purposes only. Please do not hesitate to contact me if you need more clarification to any of the questionnaires.

Thank you for your cooperation.

.....
Bihaga John Yogwa

MSc. HRM student

Mzumbe University

2011/2012

The questions asked in this section will be used for classification purposes only. The information gathered will be treated confidential and will not be used for any other purpose. Please Tick [√] the most appropriate answer you think.

(01) What is your sex category?

- Female
- Male []

(02) Which of the following categories best describe your age?

- Below 25 years
- 26 – 40 years []
- 41 – 55 years
- Above 55 years

(03) Which one among the following groups describes your marital status?

- Unmarried
- Married
- Widowed []
- Divorced
- Separated

(04) Which of the following describes the department you are working with?

- Human Resources and Administration
- Finance and Trade
- Agriculture and cooperative
- Secondary Education []
- Health and Social welfare
- Primary education Department
- Other (specify)

(05) Which of the following describe well your position level?

- Management level
- Middle level officer []
- Lower level

(06) What is your highest education level?

- Primary School
- Secondary /High School
- High secondary school []
- Certificate/Diploma
- Bachelor degree/ Advanced diploma
- Masters degree

(07) Have you ever suggested anything regarding the use of non monetary incentive in the Organization?

- Yes
- No []
- I don't prefer them

(08) For how long have you worked under the current supervisor?

- 1- 2 years
- 3 – 5 years
- 6 – 10 years
- 11 – 14 years []
- Above 15 years

(09) Do you think friendly conduct with your supervisor create a positive working atmosphere that may

Makes you exert more effort at work?

- Strongly agree
- Agree
- Neutral
- Disagree []
- Strong agree

(10) Does the organization management provide feedback regarding your performance?

- Strongly agree

- Agree
- Neutral []
- Disagree
- Strong agree

(11) Does your superior provide you with verbal or written appreciation when you successfully complete a particular task?

- Strongly agree
- Agree
- Neutral
- Disagree []
- Strong disagree

(12) Are you satisfied with how you are getting recognition from your contribution in the organization?

- Very dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied []
- Satisfied
- Very satisfied

(13) What to you consider to be the level of application of non monetary incentives it NDC?

- Adequate
- Neutral
- Inadequate []
- Quiet inadequate
- Non monetary incentives does not exist

(14) Do you think the process of growth opportunities for workers are fair and transparency?

- Agree

Undecided []

Disagree

(15) Does working environment conducive enough for you to unleash all your potential?

Agree

Undecided []

Disagree

(16) What is the type of non monetary incentives do you value most?

Job related non monetary incentives

Tangible non monetary incentives []

Social non monetary incentives

(17) Do you think your supported, recognized and respected by co-workers, management and the community around you?

Agree

Undecided []

Disagree

(18) Do the organization have incentive policy?

Yes

No []

I don't know

(19) Does the organization provide you a chance to participate in decision making?

Strongly agree

Agree

Neutral []

Disagree

Strong disagree

(20) Among two types of incentives, which one do you consider to be the most contributors to job performance?

Monetary incentives

Non monetary incentives []

(21) Does the organization have in place human resource policies and practices which provide you a chance to perform tasks and receive desired rewards?

- Agree
- Undecided []
- Disagree

(22) Do you think the organization management faces challenges in implementing non monetary incentive?

- Very strongly agree
- Strongly agree
- Neither agree nor disagree []
- Disagree
- Very strongly agree

(23) Does the job your performing really so interesting and induce to exert more effort to task?

- Very strongly agree
- Strongly agree
- Neither agree nor disagree []
- Disagree
- Very strongly agree

24) Do you think the organization has provided chance for you to be promoted timely and according to available human resource policies?

- Yes
- I don't know []
- No

Interview guide

- (01) Sex.....
- (02) Age.....
- (03) Marital status.....
- (04) Department.....
- (05) Position level.....
- (06) Education level.....
- (07) Have you ever suggested anything regarding the use of non monetary incentive in the Organization? If yes/no, how?

.....
.....
.....

- (08) For how long have you worked under the current supervisor?

.....
.....
.....

- (09) Do you think friendly conduct with your supervisor create a positive working atmosphere that may increase your performance?. If yes/no, how?

.....
.....
.....

- (10) Does the organization management provide feedback regarding your performance?.

.....
.....
.....

- (11) How many times your superior have provided you with verbal or written appreciation when you successfully complete a particular task?

.....
.....
.....

(12) Are you satisfied with how you are getting recognition from your contribution in the organization?

(13) Do you think non monetary incentives are applicable in NDC?

.....
.....
.....

(14) Do you think human resource development process is transparent and provide equal chance for all employees?

.....
.....
.....

(15) How do you see your working environment and how it help in performing your duties?

.....
.....
.....

(16) What is the type of non monetary incentives do you value most and why?

.....
.....
.....

(17) Do you think co-workers, management and the community around you support, recognize and respect you?

.....
.....
.....

(18) What do you know about Council's policy on incentives?

.....
.....
.....

(19) In what way do you participate in decision making?

.....
.....

(20) Among two types of incentives, which one do you consider to be the most contributors to your performance? How?

.....
.....
.....

(21) Does available human resource policies and practices makes you able to perform tasks and receive desired reward?

.....
.....
.....

22) Do you think the organization management faces challenges in implementing non monetary incentive?

.....
.....
.....

(23) Does the job your performing really so interesting and induce you more effort toward task accomplishment? If yes/no, how?

.....
.....
.....

(24) Do you think the organization has provided chance for you to be promoted timely and according to available human resource policies?

.....
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.....

Observation Kit

- 1) Does the council provide environment for NMI to perform better their tasks?
- 2) If non monetary incentives have relationship to employees job performance?
- 3) If there is importance for organization to utilize non monetary incentives.
- 4) Whether there are challenges faced by top management in providing non monetary incentives?
- 5) There is clear policy for implementing non monetary incentives.
- 6) Involvement of employees in decision making.
- 7) Availability of clear and effective feedback mechanism between workers and management.