

The Effect of Financial Rewards on Employee Commitment at Kinondoni Municipal Council, Dar es Salaam, Tanzania

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ABSTRACT

This study was carried out to find out the effects of reward system on employees commitment in public sector in Tanzania based on Kinondoni Municipal Council. The specific objective of the study were to determine effect of financial rewards on employees' working efforts at Kinondoni Municipal Council. The research drew from expectancy theory and Herzberg's Two Factor theory to guide its direction, while a conceptual framework was constructed to illustrate the connections between the variables under investigation. Employing an explanatory research design, the study opted for a combination of simple random and purposive sampling methods to recruit 118 participants from the target population of 2500 staff. Both questionnaire and interview were used to gather data from the respondents. Data that were gathered through questionnaire were analysed using descriptive and regression analysis while data that were collected through interview were analysed using content analysis. It was revealed that organisation overtime pay offered by staff adequately reflects the extra effort put into work while employees have a pension plan makes them feel more secure about their future, which allows employees to focus better on their work. The study concludes that reward system, fringe benefits and recognition schemes have significant effect on employees' working efforts at Kinondoni Municipal Council. It was recommended that there is a need to ensure that employees receive competitive salaries which attract and retain top talent at Kinondoni Municipal Council. This policy implication can lead to increased job satisfaction, motivation, and commitment among employees.

Keywords: E-Feedback System, Employees' Working Efforts, Reward System, Public Sector

I. INTRODUCTION

Workers are the core of every enterprise, enlisted to aid organizations in attaining and sustaining success. Initially, they should be motivated to execute the tasks essential for achieving the company's objectives. Individuals represent the paramount resource for organizational competitiveness, and ensuring their retention is a critical duty for any manager (Hussain *et al.*, 2019). In today's dynamic business climate, it is understood that organizations can only compete by implementing innovative. Institutions may develop by effectively handling their human resources. The human asset system may be made more effective by using a valid and exact current baseline for rating delegates' performances. Regrettably, the number of businesses who use a viable quality administration technique is restricted (Kamselem *et al.*, 2022). There are various reward system packages offered in the organisation. Fringe benefits, also known as employee benefits, are non-wage compensation provided to employees in addition to their regular pay. These benefits can include health insurance, retirement plans, paid time off, and various other perks. Providing fringe benefits is crucial in employing working efforts because they can significantly improve employee satisfaction, morale, and overall well-being (Sengaza, 2022). On the other hand financial resources are essential in employing working efforts because they provide the necessary funds for employees to perform their duties effectively. Recognition schemes are crucial in employing working efforts because they provide employees with a sense of validation and appreciation for their hard work and contributions. This can take the form of bonuses, promotions, public acknowledgment, or other forms of recognition (Kumburu, 2020).

Reward systems are frequently designed in developed countries such as the United States and the United Kingdom to motivate employees to successfully achieve specific performance goals and to keep and reward excellent performances. These systems comprise bonuses, stock options, as well as other monetary incentives; note that rewards of non-financial types – recognition, promotions, and professional development opportunities (Owuor, 2017). In developed countries, well designed reward systems can have a beneficial effect on employee performance, motivation and job satisfaction, according to studies. A prime example would be a Society for Human Resource Management study conducted in United Kingdom, which found those given recognition and rewards for work performed were more likely

to be engaged, productive and committed to the organizations they work for (Bernard, 2018). Harnessing the power of reward systems is less developed and less effective in African countries such as Ghana and Nigeria. Part of the reason lies in the challenges that face someone doing business in these countries — they lack the resources, infrastructure, and skilled labour (Robles, 2018). But there were indications that despite these, reward systems can still positively affect employees' performance in African countries. For instance, according to a study by African Development Bank employees found to be more engaged and productive if they got non-financial rewards like recognition and professional development opportunities (Hokororo, 2020).

In the public sector in Tanzania, the system of rewards has engendered inequalities in the reward system within District Council departments hence rendering most employees unsatisfied. From other organizations worldwide, Kumburu (2020) writes that monetary incentives are considered to be the main reasons for employees' motivation. By making government less attractive than the private sector, however, even there, in developing countries like Tanzania, wages are marginal for basic living expenses, and incentives within the public sector are inadequate. This results in struggle of the public organisations in competing with the private sector in acquiring of talent. Reward systems, according to Hokororo (2020), are of fundamental importance in the performance of these organizations. In this backdrop, this study sets out to try and explore the effect of the reward system on employee effort within the public sector in Tanzania, with the Kinondoni Municipal Council in focus. Currently, many businesses in contemporary society have failed as a result with diminished work morale and high turnover rates for ineffectively or non-existent reward management systems (Gohari et al., 2013). With the rate of globalization advancing technology and innovation across all industries, organizations are struggling to improve operational efficiency. However, public institutions are encountering significant hurdles in attracting and retaining skilled personnel (Hatice, 2019). To cultivate a proficient workforce, companies must provide favorable working conditions, competitive salaries, job security, and empowerment opportunities. Reward management emerges as a pivotal strategy in enhancing organizational performance. Numerous studies by researchers, practitioners, and scholars have affirmed the correlation between effective reward, benefit, and incentive management and improved performance (Birhanu, 2022).

1.1 Statement of the Problem

In Tanzania, government institutions, parastatals, other public organizations, have a big responsibility in ensuring that they provide the citizens essential services. To attract, motivate, and retain talented employees who provide high quality services, these entities heavily depend on a functioning reward system. Nevertheless, the existing reward system in these public institutions such as Kinondoni Municipal Council lacks basis and hence gives rise to several challenges. Public entities are often not allocated financial resources to fulfill employees' needs and expectations. There is this inadequacy, and this leads to low morale with employees who feel not valued and not appreciated enough. Services provided by these entities therefore suffer in quality, which therefore affects the general welfare of Tanzanian citizens.

Secondly, the fringe benefits that may accompany work and contributions to public entities are not equally matched by employees. Sometimes employees can get in some cases the benefits are inadequate and in some cases too excessive which leads to never ending inequality among employees. Inequity in this way can generate discontent, job discontent, and a diminution in productivity. Lastly, public entities often overlook employees for their hard work and dedication. If this goes unrecognised it can contribute to low levels of employee engagement, decreased motivation and lower satisfaction with one's job. In turn, insufficient commitment to organization's goals and objective is likely to lead to the poor quality of the services provided to the public.

Tanzanian government and other stakeholders did several efforts to break the problematic reward system within public entities. To stimulate employee performance and productivity, government has made introduction of performance based reward system. Budgets of public entities have been increased by the government so that the employees are provided with better financial and fringe benefits. Despite these efforts, the problem persists. Hence this study seeks to fill the gap. Moreover, researcher confirmed that a sufficient system of rewards holds the promise of improving employee performance, most of the scholars did not link reward system with employees' working efforts. For example, Sengaza (2022) assessed the influence of non-monetary rewards on employees' performance while Kumburu (2020) assessed rewarding employees for organisational performance. Similarly, Hokororo (2020) assessed the effect of reward system on employee performance in public organization. Therefore, this current study seeks to fill the identified gap and for that case this study sought to find out effects of reward system on employees working efforts in public sector in Tanzania based on Kinondoni Municipal Council.

1.2 Research Objectives

This study sought to determine effect of financial rewards on employees' working efforts at Kinondoni Municipal Council, Tanzania

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Expectancy Theory

The expectancy theory is a motivation theory which states how an individual's behaviour is influenced by the expectation of consequences of his or her actions (Vroom, 1964). It was endorsed by Victor Vroom in 1964 and based on the premise that behavior will occur if the outcome of the behavior will meet an individual's expectations. According to the theory, it is believed that an individual's behaviour is based on three main things (i.e., individual's belief that the outcome has a potential to occur, individual's belief that the outcome can be achieved to give them what they want, and the value that someone gets from the outcome). According to Milne (2007), expectancy theory has several strengths, which makes it a good explanation for human motivation. There are a multitude of situations and environments to which expectancy theory can be applied. It gives people the liberty to shape their own motivational strategies according to their own tastes and preferences. Expectancy theory enables individuals to take control of personal motivation through the process of focusing on personal expectations and values.

Expectancy theory has many strengths, but also some weaknesses to think about. The theory is based on subjective expectations and values from individuals, which can be difficult to measure. Expectancy theory only applies when there is no external factors out of a person's control and may not be suitable for every situation. The theory has been accepted and used widely, but empirical support for its effectiveness across the board is limited. Financial Rewards: According to Expectancy Theory, employees' motivation to expend effort depends on their opinion that their effort will result in a certain desired level of performance (expectancy). The more employees can see a direct relation between their effort and financial rewards, the stronger their willingness to increase work effort. Financial incentives can be used as a motivation by employers in metricing out the rewards so that the rewards are linked clearly to the desired performance outcomes (Mitsakis and Galanakis, 2022).

Fringe Benefits: Secondly, employees' working effort can also be affected by fringe benefits, such as health insurance, retirement plans, and paid time off. The instrumentality of fringe benefits as according to the expectancy theory refers to the extent to which fringe benefits result in the desired outcomes such as job satisfaction or commitment. If employees perceive that fringe benefits result in these outcomes, they can be motivated to work harder. Fringe benefits can be used by employers to motivate employees in that these benefits are perceived and thought to be valuable and relevant to employee's needs and preferences.

Recognition Schemes: This can include recognition schemes like employee of the month programs or public praise for the good job they do. The valence means the reward is attractive in expectancy theory. Employees work harder if they believe recognition schemes are valuable and meaningful. In this way, recognition schemes that employers use to motivate employees are put to good use if those programs are presented as a genuine expression of their hard work and are aligned with the employees' values and preferences.

2.1.2 Herzberg's Two Factor Theory

Frederick Herzberg developed Herzberg's Two Factor Theory, also referred to as the Motivation-Hygiene Theory in 1959. This theory posits that there are two types of factors that influence an individual's motivation and satisfaction in their work: motivator factors and hygiene factors. External factors contributing to the dissatisfaction or satisfaction of the individual in his or her job are called hygiene factors such as salary, working conditions, company policies and interpersonal relationships. These factors are important, but they do not motivate individuals in the long term. Instead, they only serve to prevent dissatisfaction (Milne, 2007). Motivator factors, on the other hand, are the internal factors that drive an individual's motivation and satisfaction in their work, such as recognition, achievement, and the opportunity to learn and grow. These factors are more important in influencing an individual's motivation and satisfaction, as they provide a sense of purpose and fulfillment. The major idea of the theory is that hygiene factors do not lead to motivation, but rather, they prevent dissatisfaction. Therefore, organizations should focus on providing motivator factors to their employees in order to increase motivation and satisfaction (Mitsakis and Galanakis, 2022).

Public sector organizations can use Herzberg's theory to design reward systems that go beyond basic salary and benefits. Recognizing employees' contributions through non-monetary rewards such as public acknowledgment, opportunities for skill development, and involvement in decision-making processes can serve as powerful motivators. These align with Herzberg's motivator factors and can enhance employees' working efforts by fostering a sense of purpose and achievement. Additionally, addressing hygiene factors such as fair compensation, job security, and

supportive work environments is essential to prevent dissatisfaction among public sector employees. While these factors may not directly lead to increased motivation, their absence can result in demotivation and reduced working efforts.

2.2 Empirical Review

Owour (2017) investigated examined the influence of the reward system on employee performance within Insurance industry in Kenya. His study adopted a correlational approach involving a sample of 100 employees selected via a census method. Data collection employed a five-point Likert scale questionnaire, with measures taken to ensure the questionnaire's validity and reliability through expert consultation and pilot testing. Analysis of the quantitative data utilized descriptive statistics, regressions, and correlations. The findings indicated that the overall employee performance was below expectations, with notable correlations identified between performance and various aspects of the reward system such as performance-related pay, team-based pay, and total reward. Together these elements accounted for 79% of the observed variability in performance levels. It suggested the formation of teams in each department with appropriate remuneration, setting up policies for performance related pay and widening of total reward system to include non-monetary incentives.

In a different context, Kefale (2019) studied the impact of reward on employee's performance at ABAY BANK S.C. They conducted descriptive and explanatory research designs and the research could be done using a mixed research design with 600 employees. It was found that benefits, incentives and reward systems were important but with varying effects on different types of employees. It advised ABAY Bank to create a comprehensive reward system that would boost employees' motivation and performance through both financial and non-financial rewards, including profit sharing mechanism and employee development sponsorship.

Kumburu (2020) evaluated the effectiveness of financial incentives in motivating employees and improving organizational performance. They surveyed 160 respondents, finding that while some financial incentives positively influenced performance, others did not. The study recommended considering other types of incentives to increase individual satisfaction, loyalty, cooperation, and performance.

Hokororo (2020) sought to explore how the reward system influences employee performance within Rombo District Council. Their study delved into monetary incentives, promotion programs, and acknowledgment, revealing favorable correlations with employee performance. They suggested enhancing performance and productivity by prioritizing and crafting transparent policies regarding monetary rewards, promotions, and recognizing employees' contributions. Sengaza (2022) explored the influence of non-monetary rewards on motivating employees at Tanga Cement Company. Using descriptive research, they surveyed 50 respondents and found that recognition, a conducive work environment, and training opportunities significantly correlated with employee performance. The study suggested tailoring non-financial incentives to meet employees' motivational needs and emphasized the importance of public recognition.

III. METHODOLOGY

The study used explanatory research design since due to its ability to provide causal relationship between independent variables and dependent variable. The research was conducted at Kinondoni Municipal Council in Dar es Salaam, Tanzania, which was selected for its relevance to the study's focus on the impact of financial rewards, fringe benefits, and recognition schemes on employees' working efforts. The study population comprised 2,500 staff members, with a sample size of 118 determined using Yamane's formula, including 108 operational staff and 10 senior staff. Simple random sampling was employed to select operational staff, ensuring an unbiased representation, while purposive sampling was used for senior staff interviews to gain targeted insights from higher-level management. Data collection involved both primary sources, such as questionnaires and interviews, and secondary sources to evaluate training and development impacts.

Data analysis involved descriptive statistical analysis for questionnaire responses, using SPSS and Excel, and qualitative content analysis for interview data to identify key themes. Triangulation was employed to enhance validity by combining multiple data sources and methods, providing a more accurate and comprehensive understanding. Reliability was ensured through a pilot study to test the measurement instruments and alignment of research components to minimize errors. This approach facilitated rigorous and insightful analysis, transforming raw data into meaningful findings related to the reward system's influence on employee performance.

IV. FINDINGS & DISCUSSION

The study sought to determine effect of financial rewards on employees' working efforts at Kinondoni Municipal Council. Data were collected through questionnaire and interview from 118 respondents.

4.1 The Overtime Pay Adequately Reflects the Extra Effort put into Work

Respondents were asked to state their level of agreement whether overtime pay adequately reflects the extra effort put into work. The study findings are provided in Table 1.

Table 1

The Overtime Pay Adequately Reflects the Extra Effort put into Work

Statement	Frequency	Percent
Strongly disagree	4	3.4
Disagree	9	7.6
Neutral	17	14.4
Agree	50	42.4
Strongly agree	38	32.2
Total	118	100.0

The study indicated that 4(3.4%) of respondents strongly disagreed that overtime pay adequately reflects the extra effort put into work, 9(7.6%) disagreed and 17(14.4%) of respondents were neutral and 50(42.4%) of respondents agreed. In the same trail 38(32.2%) of respondents strongly agreed with the statement. Based on the study findings, majority of respondents agreed that overtime pay adequately reflects the extra effort put into work.

4.2 The Overtime Pay Motivates Employees to Put in Additional Working Hours

Respondents were asked to state their level of agreement whether overtime pay motivates employees to put in additional working hours. The study findings are provided in Table 2:-

Table 2

Overtime Pay Motivates Employees to Put in Additional Working Hours

Statement	Frequency	Percent
Strongly disagree	6	5.1
Disagree	6	5.1
Neutral	30	25.4
Agree	38	32.2
Strongly agree	38	32.2
Total	118	100.0

The study findings indicated that 6(5.1%) of respondents strongly disagreed that overtime pay motivates employees to put in additional working hours, 6(5.1%) disagreed and 30(25.4%) of respondents were neutral. It was also revealed that, about 38(32.2%) of respondents agreed while 38(32.2%) of respondents strongly agreed with the statement. Based on the study findings, majority of respondents strongly agreed that overtime pay motivates employees to put in additional working hours.

4.3 Receiving Bonus

On the other hand, respondents were asked to state their level of agreement whether receiving bonuses based on performance motivates employees to achieve better results. The study findings are shown in Table 3.

Table 3

Receiving Bonuses Based on Performance Motivates me to Achieve Better Results

Statement	Frequency	Percent
Strongly disagree	5	4.2
Disagree	14	11.9
Neutral	24	20.3
Agree	46	39.0
Strongly agree	29	24.6
Total	118	100.0



It was established that 5(4.2%) of respondents strongly disagreed that receiving bonuses based on performance motivates employees to achieve better results, 14(11.9%) disagreed and 24(20.3%) of respondents were neutral with the statement. It was also revealed that, about 46(39%) of respondents agreed while the rest with 29(24.6%) of respondents strongly agreed with the statement. Based on the study findings, majority of respondents agreed that receiving bonuses based on performance motivates employees to achieve better results.

Bonus Structure

Meanwhile respondents were asked to state their level of agreement whether the bonus structure encourages employees to strive for higher performance levels. In that regard, the study findings are summarized in Table 4:-

Table 4
The Bonus Structure

Response	Frequency	Percent
Strongly disagree	6	5.1
Disagree	16	13.6
Neutral	24	20.3
Agree	43	36.4
Strongly agree	29	24.6
Total	118	100.0

The study found that 6(5.1%) of respondents strongly disagreed that the bonus structure encourages employees to strive for higher performance levels, 16(13.6%) disagreed and 24(20.3%) of respondents were neutral with the statement. It was also revealed that, about 43(36.4%) of respondents agreed while the rest with 29(24.6%) of respondents strongly agreed with the statement. Based on the study findings, majority of respondents agreed that the bonus structure encourages employees to strive for higher performance levels. In an interview, one of the key informants added that:

The financial reward system for employees at Kinondoni Municipal Council in Tanzania is typically structured based on various factors such as job performance, seniority, and position within the organization. Bonuses and incentives are determined and distributed through a formal process that aims to motivate employees, recognize their contributions, and align their efforts with the organizational goals (Interview, April, 2024).

Access to Transport

On the other hand, respondents were asked to state their level of agreement whether having access to transport allowances makes me more willing to take on additional tasks or responsibilities. In that regard, the study findings are summarized in Table 5.

Table 5
Having Access to Transport Allowances

Response	Frequency	Percent
Strongly disagree	1	.8
Disagree	5	4.2
Neutral	13	11.0
Agree	51	43.2
Strongly agree	48	40.7
Total	118	100.0

It was unveiled that 1(.8%) of respondents strongly disagreed that having access to transport allowances makes me more willing to take on additional tasks or responsibilities, 5(4.2%) disagreed and 13(11%) of respondents were neutral with the statement. Meanwhile, about 51(43.2%) of respondents agreed while the rest with 48(40.7%) of respondents strongly agreed with the statement. Based on the study findings, majority of respondents agreed that having access to transport allowances makes me more willing to take on additional tasks or responsibilities.

4.6 Provision of Lunch Allowances

Respondents were asked to state their level of agreement whether providing lunch allowances shows that the organization cares about its employees' welfare. In that regard, the study findings are summarized in Table 6:-



Table 6
Providing Lunch Allowances

Response	Frequency	Percent
Strongly disagree	6	5.1
Disagree	5	4.2
Neutral	28	23.7
Agree	40	33.9
Strongly agree	39	33.1
Total	118	100.0

The findings revealed that 6(5.1%) of respondents strongly disagreed that providing lunch allowances shows that the organization cares about its employees' welfare, 5(4.2%) disagreed and 28(23.7%) of respondents were neutral with the statement. Meanwhile, about 40(33.9%) of respondents agreed while the rest with 39(33.1%) of respondents strongly agreed with the statement. Based on the study findings, majority of respondents agreed that providing lunch allowances shows that the organization cares about its employees' welfare.

Regression Coefficients

Table 7
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.189	.167		1.134	.259
	Pay overtime	.248	.118	.249	2.101	.038
	Bonuses	.399	.101	.401	3.966	.000
	Transport and lunch	.302	.091	.303	3.341	.001

Dependent Variable: Employees' Commitment

Table 7 presents the coefficients from a regression analysis examining the relationship between various financial rewards and employees' commitment. The table includes unstandardized coefficients (B), standard errors, standardized coefficients (Beta), t-values, and significance levels (Sig.) for three types of financial rewards: pay overtime, bonuses, and transport and lunch allowances. Each of these variables is assessed to understand their impact on employee commitment. The unstandardized coefficients indicate the expected change in the dependent variable (employee commitment) for a one-unit increase in each independent variable while holding other variables constant. For instance, the coefficient for pay overtime is 0.248, suggesting that for each unit increase in overtime pay, employee commitment is expected to increase by approximately 0.248 units. Similarly, bonuses have a coefficient of 0.399, indicating a stronger positive effect on commitment compared to overtime pay. The transport and lunch allowance also shows a significant positive effect with a coefficient of 0.302.

The standardized coefficients (Beta) allow for comparison across different variables by converting them into a common scale. In this case, bonuses have the highest Beta value at 0.401, followed by transport and lunch at 0.303 and pay overtime at 0.249. This indicates that bonuses are the most influential financial reward in enhancing employee commitment among the three options analyzed. The significance levels (Sig.) provide insight into whether the relationships observed are statistically significant or likely due to chance. A Sig. value below 0.05 typically indicates statistical significance. In this table, all three financial rewards show significant results: pay overtime has a Sig. value of 0.038; bonuses have a Sig. value of 0.000; and transport and lunch allowances have a Sig. value of 0.001. This suggests that all three types of financial rewards significantly contribute to increasing employees' commitment. The findings from Table 7 imply that organizations aiming to enhance employee commitment should consider implementing or increasing financial rewards such as overtime pay, bonuses, and allowances for transport and lunch expenses. Among these options, bonuses appear to be particularly effective in fostering greater commitment among employees due to their higher standardized coefficient. Moreover, since all three forms of compensation are statistically significant contributors to employee commitment, it may be beneficial for organizations to adopt a multifaceted approach that incorporates various types of financial incentives rather than relying solely on one form of reward.

4.7 Discussion

The study findings further indicate that financial rewards as in overtime pay, bonuses, transport allowances, and lunch allowances have significant impact on Kinondoni Municipal Council workers' working efforts. Overtime pay, respondents said, goes beyond paying for additional effort at work and it motivates employees to work overtime. This compensatory mechanism prevents burnout as it encourages the employees being fairly compensated for time and effort rendered, and as a result, a conducive environment for the employees to be valued and respected (Semgaza 2022; Kumburu 2020). Performance based bonuses mirror this as the employees' efforts to compensation directly correspond to their results. Bonuses appear to be particularly effective in fostering greater commitment among employees due to their higher standardized coefficient. Moreover, since all three forms of compensation are statistically significant contributors to employee commitment, it may be beneficial for organizations to adopt a multifaceted approach that incorporates various types of financial incentives rather than relying solely on one type of reward.

This approach not only rewards employees for hitting or amending targets, but also strengthens their dedication to the organisation's success, instilling a culture of excellence and accountability (Hokororo, 2020; Kefale, 2019). Moreover, providing transport and lunch allowances also helps to motivate employees since they take care of their basic needs with less work related stress and, as a result, more prepared and may be happier at work (Hokororo, 2020; Kumburu, 2020).

This is consistent with the expectancy theory which holds that employee's motivation to expend effort is contingent on the belief that effort will result in desired level of performance. Employees tend to work harder if they see a link between what they do and how much is being rewarded. This theory provides a reason to link rewards to the performance outcomes in order to motivate employees. Thus, financial incentives are crucial for maintained employee motivation and performance since they are tangible signs of employees' efforts. Kinondoni Municipal Council recognizes that these incentives not only acknowledge the contribution of employees but also fosters a positive and competitive work environment that also helps the organization as a whole. (Hokororo, 2020; Kumburu, 2020).

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The implication that comes out of this study is that the provision of financial rewards for employees at the Kinondoni Municipal Council should be enhanced to motivate and significantly increase employee performance. It was found that overtime pay, performance-based bonuses, transport allowances and lunch allowances are of the most significant importance when it comes to encouraging employees to work overtime, and to achieve higher performance levels. Not only do these incentives bring direct financial benefits, but it also creates a good and positive workforce environment where workers are valued, appreciated, and motivated to work hard. This alignment of the rewards with employees' efforts, and the organization's goals, creates a culture of excellence, accountability, productivity and consequently, contribute to the council success.

5.2 Recommendations

In light of these findings, I recommend that Kinondoni Municipal Council continue the improvement of its financial reward systems by making them fair and transparent. However, these incentives should to be revisited regularly by the council, and adjusted whenever employees' needs and the organization's operations change. Moreover, to enhance employee motivation and job satisfaction, one can further improve with the inclusion of more personalized rewards and recognition programs. Through a strong and structured reward system, the council can create sustained employee engagement, decrease turnover, and work more effectively towards its strategic objectives.

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