

## The Influence of Recognition and Appreciation of Employees on Effective Delivery of Judicial Services in the Judiciary of Tanzania

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### ABSTRACT

*This study was undertaken with the objective to examine recognition and appreciation of employees in service delivery at the Judiciary of Tanzania. The study used Herzberg's two-factor motivation theory while on the other hand explanatory research design was employed to determine the causal relationship between non-monetary incentives and effective judiciary service delivery. Data were collected from a sample of eighty-eight (88) participants obtained through the Yamane (1967) formula from the target population of 750 staff. The data collection process entailed in-depth interviews and structured questionnaire. Data analysis was done using narrative analysis and descriptive analysis. Findings indicate that recognition and appreciation of employees in service delivery at the Judiciary of Tanzania is very low. The most common forms of recognition and appreciation are certificates of appreciation/recognition, verbal praise, employees' recognition wall and team trophy. The study concludes the existence of biases and favouritism in recognition and training attendance, and the existing infrastructure is very un conducive for Judiciary employees to work at their full potentials while serving judicial clients. The study recommends robust systems of recognition, and employee selection for participating in trainings, as well as good work environment and office equipment to smoothen the work for the Judiciary employees in providing effective judicial services.*

**Keywords:** Judicial Service, Judiciary of Tanzania, Non-monetary Incentives

### I. INTRODUCTION

Delivery of quality Judiciary services in accordance with agreed standards help Judiciaries in consolidating and enhancing good governance, maintaining peace and tranquility, rule of law, accountability, conducive environment for economic growth, and widened scope of democracy judiciary (United Republic of Tanzania, 2022). Eventually, it establishes an enabling environment for citizens, institutions and other pillars of state to successfully and efficiently implement their responsibilities and, therefore, improve public confidence to the judiciary. However, in most countries this is hindered by the absence of non-monetary incentives in facilitating effective judicial services. Various forms of incentives fall under the monetary and non-monetary categories. In United States, non-monetary are provided to motivate employees to provide best of their abilities in the workplaces (Chalu, 2019).

When organizations pay attention to non-monetary incentives such as good working environment, appreciation, learning opportunities, the employee may perceive the organization as a supporting and caring organization and hence reciprocating the same in sustainably enhancing organizational performance. All employees at work are drawn to actions that provide positive reinforcement and driven away by actions that provide negative reinforcement (Kerdasi & Azam, 2020). Monetary incentives form an essential part of an employee's life, but there are some things that cannot be fulfilled by money. Hence, the need for non-monetary incentives arises. Non-monetary incentives promote employees' excellent job performance and commitment through opportunities (Chalu, 2019). In Europe, according to Foya and Kandima (2022), non-monetary incentives substantially impact employee satisfaction and motivation more than monetary incentives. Non-monetary rewards are mostly proclaimed to create an environment where jobs provide intrinsic rewards that employees get from doing the work.

In Nigeria, using non-monetary incentives as one of the approaches to motivate employees within the organization is crucial as it is cost-saving and stimulates work and performance (Chalu, 2019). These kinds of incentives serve as internal motivational effects on employees as they promote their motivation to work by raising their self-esteem and can satisfy their professional ambitions and personal fulfillment. Therefore, it is vital for employers to be aware of their employees' wants and preferences and to support rewards that would make them happy (Odhiambo & Iravo, 2019). In Kenya, Okereke and Asha (2022) proposed that in addition to the notion that the rewards mentioned above are effective in enhancing employees' performance, non-financial incentives, such as the opportunity to improve holiday and family benefits, significantly impact the employee's view of the reward climate in the workplace.

Tanzania is among the countries that made reforms through the Public Sector Reform Programme (PSRP). One of the program's reforms is based on enhancing public service remunerations (United Republic of Tanzania, 2022). This includes raising and differentiating public sector salaries to reduce corruption, mainly by increasing employees' motivation for heightened organizational performance. Nevertheless, despite these reforms, some signs demonstrate that the level of motivation among public servants is still relatively low. One reason is that the focus was on financial improvement rather than using other forms of motivation that were not financial, so both of those incentives may bring about a successful implementation (Nchimbi & Korojelo, 2021).

### 1.1 Statement of the Problem

For decades, non-monetary incentives have rarely been administered at the Judiciary of Tanzania (Nchimbi, 2021). Barely one out of fifty staff receive certificates of recognition once in a while. Lower-level Court have poor work environment, inconveniently located, and lack proper work infrastructure such as stationery equipment, the local network and the internet. Apart from the Judges and Magistrates, the rest of the cadres such as Security officers, office assistants, personal secretaries fail to attain career development training (Mamertus, 2018). As a result, most of judicial services delivered to the Judiciary clients take longer than expected, entail double standards, go through different processes despite the presence of standard service delivery guidelines and regulations and also reduce employees morale (Nchimbi & Korojelo, 2021).

Lema (2020) asserted that providing non-monetary incentives such as good working environment, work performance recognition, flexible work hours, performance feedback, and learning opportunities are crucial in the achievement of efficient service delivery as it boosts employee morale. Non-monetary incentives form an essential part of an employee's life in the organization Nchimbi and Korojelo (2021) added. Most Tanzanian organizations have applied monetary and non-monetary incentives from varied perspectives while motivating their employees and achieved tremendous results in their service deliveries (Okereke & Asha, 2022). From this point of view, this study has been designed to unveil the influence of non-monetary incentives on effective delivery of judicial services at the Judiciary of Tanzania in order to inform decision-makers on the best ways they can motivate their staff to achieve efficient service delivery. More specifically, the study sought to examine recognition and appreciation of employees in service delivery at the Judiciary of Tanzania.

### 1.2 Research Objective

To examine recognition and appreciation of employees in service delivery at the judiciary of Tanzania

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Herzberg's Two-Factor Motivation Theory

This study was guided by Herzberg's two-factor motivation theory; it is a theory developed by Frederick Herzberg in 1957 argues that different factors in the work environment cause employees to have job satisfaction or dissatisfaction (Main, 2023). During his study, he interviewed employees to find out when they feel motivated to do a job and when they feel demotivated. Through his research, he discovered that different reasons cause job satisfaction and other reasons that cause job dissatisfaction. Herzberg identified two factors that facilitate employee behaviour in the organization (Iyer, 2022). These include hygiene and motivation. Hygiene factors refer to the availability or unavailability of job dissatisfies; these comprise different drives such as salary, allowances, rules and regulations, and relationships with supervisors and other employees. However, motivator factors are concerned with the type of job itself. So, the job itself acts as a motivator toward job performance. The theory explained that motivational factors are required in any work environment so employees feel satisfied; these drivers are essential to any job and increase the individuals' satisfaction while at work. These include the following: -

*Advancement:* This means a higher or positive status of someone in the workplace, where neutral or negative represents negative advancement:

*The work itself:* the nature of the job can positively or negatively impact satisfaction or dissatisfaction.

*Possibility for growth:* Possibilities of experiencing promotion and growth in the workplace can result in developing new skills.

*Responsibility:* When employees become responsible and can be involved in decision-making, it satisfies them.

*Recognition:* When employees are praised or rewarded because they have reached specific goals at their job or produced high-quality work, they are recognized.

*Achievement:* This can be done by completing a difficult task and solving problems on time, bringing a positive result

The theory assumes that without motivators, workers become neutral towards work, but it's different when motivators are present, as workers will be highly motivated to prosper in their work (Kurt, 2022). However, hygiene factors only play a part in preventing job dissatisfaction. So, hygiene and motivators are two factors. Regarding the theory argument, pleasant hygiene factors can be provided to the employees to ensure their basic needs are met, thus preventing job dissatisfaction. Additionally, the theory assumes that to drive employees in the direction of more extraordinary achievement and satisfaction, their motivators intrinsic to the work itself should be included in the process to deliver higher-level needs (Main, 2023). The reasons which make people happy are all related to what they have done at work: the job content reasons to people's unhappiness are related to situations in which they accomplished their job: job environment, job context..." In his references, employees are satisfied with exciting and challenging work; hence, they will always be motivated to perform the work they pick as important. So, it is possible actually to encourage employees with work itself.

The strengths of this theory is that real motivation is derived from within the person, intrinsically, not extrinsically (Glaser, 2023). With this understanding, he advised that jobs might be redesigned and enriched to accommodate "motivators" into the job so that the employees' class will exert more effort. Strength of this theory is that the job environment for having adequate challenges to maximize employees' abilities, and in turn, employees with higher abilities should be awarded with increasing levels of responsibility. This theory has validity and implications for this study (Nickerson, 2023). Which is the influence of non-monetary incentives on service performance and delivery to judicial employees; through the theory, Herzberg emphasizes non-monetary incentives, which are named motivation factors. When provided, these factors motivate employees from within to perform better and benefit the Organization. This factor includes recognition, the nature of the job, work environment, growth, and advancement.

Herzberg's two-factor motivation theory has limitations, as job satisfaction does not always lead to productivity (Iyer, 2022). Secondly, people/employees have different perceptions when it comes to satisfaction; some may be satisfied with one element of a factor, and others may not, and this can be due to age differences, sex type, or the nature of the organization. However, despite these limitations, Herzberg's theory gives insights to support the notion that non-monetary can significantly impact employees to perform more in their jobs (Kurt, 2022). Public employees should be motivated to work harder and better by ensuring work is stimulating and rewarding.

## 2.2 Empirical Review

Buwembo *et al.* (2019) studied the impact of non-financial incentives on employees' performance at the Ministry of Internal Affairs in Uganda. The study examined the effect of non-monetary incentives as strategic objectives and goals can be achieved through intrinsic rewards. According to them, many organizations consider financial motivation a true source of motivation, but money alone cannot drive employees to better performance. The study adopted a descriptive survey design sample using stratified random plus purposive sampling techniques. Data was gathered from 100 employees using questionnaires conducted by interviews, detailed statistics, and correlation and regression analyses, which examined the effects of the variables. The study results showed a significant positive correlation between non-financial rewards and motivation, but motivation does not directly influence performance.

Likewise Kerdasi and Azam (2020) conducted a study investigating the relationship between non-monetary incentives (career advancement opportunities and development opportunities) versus employee commitment between workers in Libya's telecommunication companies. The analysis showed a significant effect of non-monetary incentives on employee commitment. However, the statistical results showed that supervisory support only moderates the relationship between opportunities for career advancement and employee commitment. As a result, it was found that the perceived supervisory support had no moderating effect on development opportunities.

Moreover, Lyimo (2021) undertook a study to evaluate the impact of non-monetary employee rewards as a motivating element for work performance at Arusha City Council. He used a quantitative approach and descriptive survey design. A simple random sampling method and type of data collected were primary data, and the collection tool was a self-administered questionnaire. Furthermore Nchimbi (2021) analyzed how public organizations use non-financial incentives—intrinsic motivational drivers to boost employee enthusiasm. Ikungi District Council provided the case study. The purpose of the study was to understand better the role of intrinsic motivational factors in inspiring government employees in Tanzania from the perspective of the Public Service Motivation (PSM) theory. Twenty-two employees participated in the study, and interviews were used to collect the data. According to the data, public servants are highly motivated by intrinsic variables, contrary to what the Public Service Motivation Theory predicted. He advised public institutions to strongly emphasize intrinsic motivational factors rather than focus and concentrate heavily on extrinsic motivational factors to attain high staff motivation. Due to the limited sample size, this study has certain limitations.



### III METHODOLOGY

#### 3.1 Research Design

The study employed the explanatory research design. In this design the researcher aimed at understanding the underlying mechanism and relationship between variables. The design explained the relationship between non-monetary incentives and effective judiciary service delivery by uncovering relationships, identifying causal links, considering contextual influences, and offering practical recommendations for enhancing service outcomes.

#### 3.2 Sample Size

In this study, the sample size was extracted from the study population. This entailed the judicial employees responsible for delivering judicial service and other employees and management accountable for providing incentives. The researcher used the Yamane (1967) formula for sample size. The formula indicates sample size as ‘n,’ the target population as ‘N,’ and the error rate as ‘e.’ The study population is 750 as per the United Republic of Tanzania [URT] (2022). For error minimization, the researcher used a 10% error rate. As ‘N’ and ‘e’ are now known, below is how the sample size ‘n’ was calculated.

$$n = \frac{N}{1 + N(e)^2}$$

N is the Total Population = 750, e is the error rate = 0.1

$$n = \frac{750}{1 + 750(0.1)^2}$$

n = 88.23, equivalent to **88 respondents**

Therefore, the study used a sample size of eight-eight (88) respondents to represent 750 employees of the Judiciary of Tanzania as shown and distributed below in Table 1. This designated sample size of 88 respondents was asked to respond to the interview guide and questionnaires.

**Table 1**

*Sampling Proportionate*

S/N	Population Category	Respondents
1	Resident Magistrates	8
2	Human Resource Officer	6
3	Directors	5
4	Assistant Directors	4
5	Head of Department	5
6	Head of Section	4
7	Court Administrators	5
8	Accountants	6
9	Internal Auditors	6
10	Economists	4
11	Administration Officers	6
12	Personal Secretaries	5
13	Record Management Assistants	7
14	Office Assistants	7
15	Security Officers	5
16	Registrars	5
	<b>Total</b>	<b>88</b>

#### 3.3 Sampling Techniques

Sampling is the systematic selection of a sample from a larger population, which allows researchers to make inferences about the population based on the characteristics of the sample (Johnson, & Christensen, 2017). In this study, the researcher used purposive sampling, convenient sampling, and simple random sampling to screen respondents for in-depth and structured interviews at the selected offices of the Judiciary of Tanzania.

##### 3.3.1 Purposive Sampling

This is a non-probability sampling technique where respondents are selected based on a criteria deemed suitable by the researcher (Heath, 2023). This technique was used in selecting a small number of respondents with the ability to provide adequate information to the study. Participants selected using this technique were the Judiciary staff in managerial positions and subject matter experts within the Judiciary of Tanzania. Purposive sampling was done by generating a list of all the titles top management staff, then selecting them one by one until data satisfaction was met.

Purposively selected respondents were utilized in providing information on recognition and appreciation, as well as training and development of employees at the Judiciary of Tanzania.

### 3.4 Study Population

According to the URT (2022), the total staff of the Judiciary of Tanzania at the headquarters, the high court, the appellant court, the resident magistrate court, the Dar es Salaam district courts, and the Dar es Salaam primary courts is seven hundred fifty (750). Hence marks the total study population.

#### 3.4.1 Convenient Sampling

Convenient sampling is a respondent screening technique with selection based on data sources proximity to the researcher (Bryman & Bell, 2015). It is used in situations where the sample population is too wide and the researcher has no idea where to be. Convenient sampling was used in this study in order to select random respondents in testing for triangulation of information. Respondents selected through this method were the different professions officers the researcher managed to meet at the sampled courts. Convenient sampling was done by walking in the courts and inquires information from any officer the researcher came across. Conveniently selected respondents were useful in providing information on the contribution of work environment in services delivery at the Judiciary of Tanzania.

#### 3.4.2 Simple Random Sampling

This is a data sources selection technique within which all data sources within the sample population have equal chances of participating in the study (Noor *et al.*, 2022). This technique is used in situation where researchers intend to prevent selection biases. Middle level management staff and officers were selected using this technique. Simple random sampling was done by creating a list of titles of all targeted respondents. Then a random number generator formula was created in Microsoft excel, as number 9 was the random number, the researcher counted the individuals in the courts from one to ten, then select the ninth (9<sup>th</sup>) officer in every court. Information on all three study objectives were inquired from the respondents randomly selected to ensure the data collected was not from biased participants.

### 3.5 Data Collection Methods

Both qualitative and quantitative data collection methods were used to achieve triangulation and complementarily. The combination also increased the validity of the results. Before actual data collection, research instruments were calibrated by pre-testing the questionnaires and pilot survey in the two departments from the area where authentic data collection was done to check the instruments' validity. In this study, data was collected through in-depth interviews and structured interviews.

#### 3.5.1 Interview

Interview is a data collection method which utilizes open-ended questions in data acquisition (Babbie, 2013). In this study, an interview guide was the data collection tool created and respondents were orally asked questions and provided oral feedback. The interviews were designed to capture sufficient information on recognition and appreciation of employees, training and development of employees, and the contribution of work environment in services delivery at the Judiciary of Tanzania.

#### 3.5.2 Structured Interview

Structured interview is a data collection method which utilizes closed-ended questions (Noor *et al.*, 2022). In this study, a questionnaire was the data collection instrument developed for acquiring data from the sampled participants. As the research design entailed a parallel run of qualitative and quantitative techniques, questionnaires were designed to inquire quantitative data on the appreciation of employees, training and development of employees, and the contribution of work environment in services delivery at the judiciary of Tanzania.

### 3.6 Data Analysis

Data analysis is a process of scrutinizing, conveying, cleansing and approaching data for the aim of find out the most useful information, drawing conclusions, and supporting decision-making (Creswell & Creswell, 2017). Both qualitative and quantitative methods for data analysis were used in this study. Hence, the data was analyzed using narrative and decriptive analysis.

#### 3.6.1 Narrative Analysis

Narrative analysis is a qualitative technique within which the researcher draws meanings of the data from participants' proficiency of the phenomena being researched (Turok, 2017). The information findings were used to

develop themes and tendencies to ascertain particular values and respondents' attitudes and perceptions. In this study, narrative analysis was done by first classifying the data on the basis of what was said, what was implied, and what remained unsaid by the participant. Then data triangulation with the data in groups of three participants per question, as when matching data was established, it was when the researcher confirmed the information was true.

### 3.6.2 Descriptive Analysis

Descriptive analysis is a quantitative technique that logically identifies patterns from the summarized data (Cohen *et al.*, 2014). In this study, descriptive analysis was done by first organizing the data in a table, then utilized pie charts, histograms, and line charts in deriving meaning to the data. Regression analysis identified the correlation between the non-monetary incentives and judicial services effectiveness at the judiciary of Tanzania.

### 3.7 Validity

Data validity is the quality of data ensuring completeness, consistency, and timeliness (Creswell, 2014). The data collection instruments were verified by the research supervisor, thereafter, the data was grouped into three, and selected for each question from each group, and only the data that matched from all three groups was considered valid. The data that failed to meet this criterion was discarded prior data presentation in this study.

### 3.8 Reliability

Reliability refers to the information's consistency, stability, or steadfastness (Cohen *et al.*, 2014). The test-retest method of reliability testing was employed to address data reliability. Questionnaires were given to knowledgeable participants by the researcher, who then collected them again three days later. The consistency and dependability of the replies to the two surveys were analyzed, and the tool's quality was determined by the proportion of respondents who had trouble understanding the questions.

### 3.9 Ethical Consideration

Ethical consideration is a cluster of providing guidance to research practices from the design stage to the data collection stage (Bryman & Bell, 2015). In this study, the researcher obtained the research permit from Mzumbe University, properly introduced herself to the target population and obtained their oral consent prior data collection, and made sure to protect informants' identities through the use of titles only instead of their names. Most importantly, all the data collected were utilized in this study only and not improperly utilized for any other purposes.

## IV. FINDINGS & DISCUSSIONS

### 4.1 Demographic Characteristics of Respondents

This study had a total of eighty-eight (88) respondents. It was important to understand their demographic characteristics as it ensures the data was collected from adequate representatives. These are as depicted in table 2 below.

**Table 2**

*Background of Respondents*

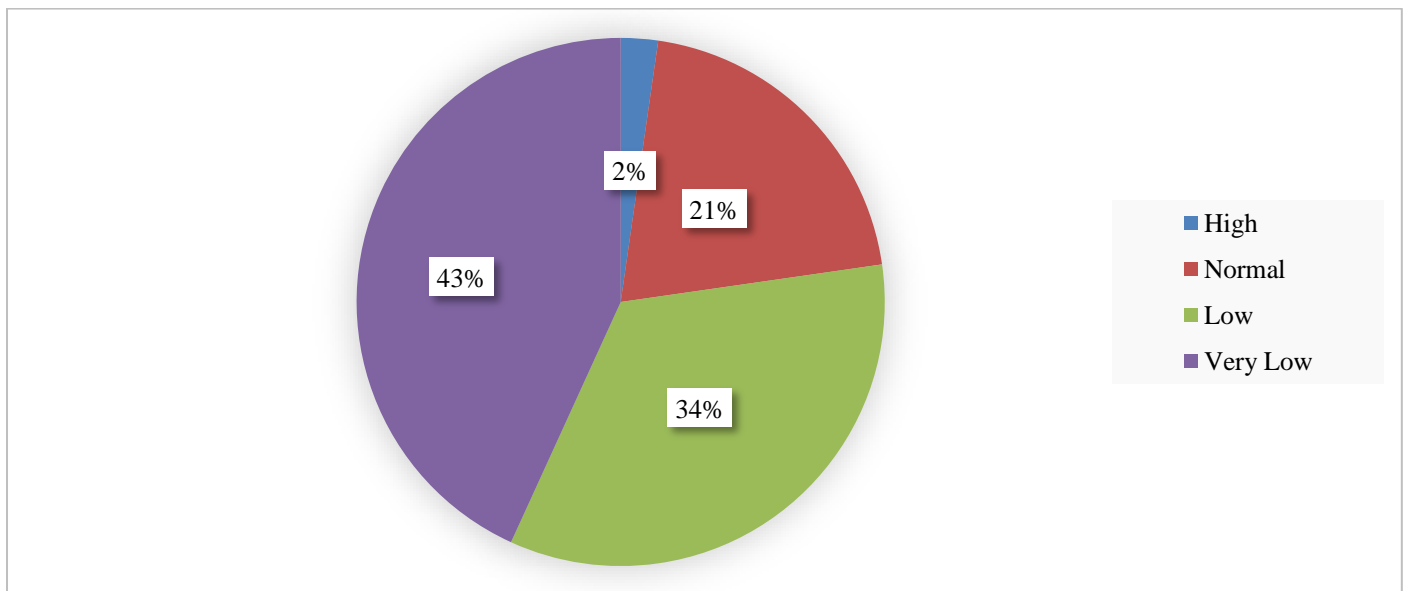
<b>Sex of respondents</b>	<b>Frequency</b>	<b>Percent</b>
Males	51	57.95
Females	37	42.05
<b>Total</b>	<b>88</b>	<b>100.00</b>
<b>Age of respondents</b>	<b>Frequency</b>	<b>Percent</b>
18-29 years	34	38.64
30-49 years	42	47.73
50-60 years	12	13.64
<b>Total</b>	<b>88</b>	<b>100.00</b>
<b>The education level of respondents</b>	<b>Frequency</b>	<b>Percent</b>
Secondary education	11	12.50
Diploma Education	29	32.95
Tertiary Education	48	54.55
<b>Total</b>	<b>88</b>	<b>100.00</b>
<b>Work experience in the Judiciary</b>	<b>Frequency</b>	<b>Percent</b>
1-10 years	31	35.23
11-20 years	34	38.64
21-30 years	23	26.13
<b>Total</b>	<b>88</b>	<b>100.00</b>

#### 4.1.1 Recognition and Appreciation of Employees in Service Delivery at the Judiciary

In examining recognition and appreciation of employees in service delivery at the judiciary of Tanzania, the researcher had to check the both the presence and the forms of recognitions and appreciation awarded to the judiciary’s employees. These are as outlines below.

#### 4.1.2 The Presence of Recognition and Appreciation at the Judiciary of Tanzania

Prior assessing the forms of recognitions and appreciation awarded to the Judiciary employees; it was of utmost importance to assess their presence. Different participants had different opinions. Figure 1 below depicts participants’ opinions on the presence of recognition and appreciation at the Judiciary of Tanzania.



**Figure 1**  
*The Presence of Recognition and Appreciation*

Given the responses outlined in figure 4.1 above, the researcher had to interview participants in order to acquire in-depth knowledge as to why 43% of respondents find the presence of recognition and appreciation to be very low, and why only 2% regarded them as high. A human resources officer from the headquarters shared the following insights to the study.

*Recognition is rarely given to Judiciary employees and mostly to certain department or court level so I cannot say that recognition is given, also, most of the times, the judiciary staff being are the judges and magistrates, clearly this is the reason most of respondents find presence of recognition and appreciation to be very low.*

On this regard, a head of department from the high court added:

*It is true, certificates of recognitions or appreciations are barely issued at the Judiciary of Tanzania, even in my department, it has been ages since a staff was appreciated or simply recognized.*

Findings clearly indicate a very low presence of recognition and appreciation at the Judiciary of Tanzania.

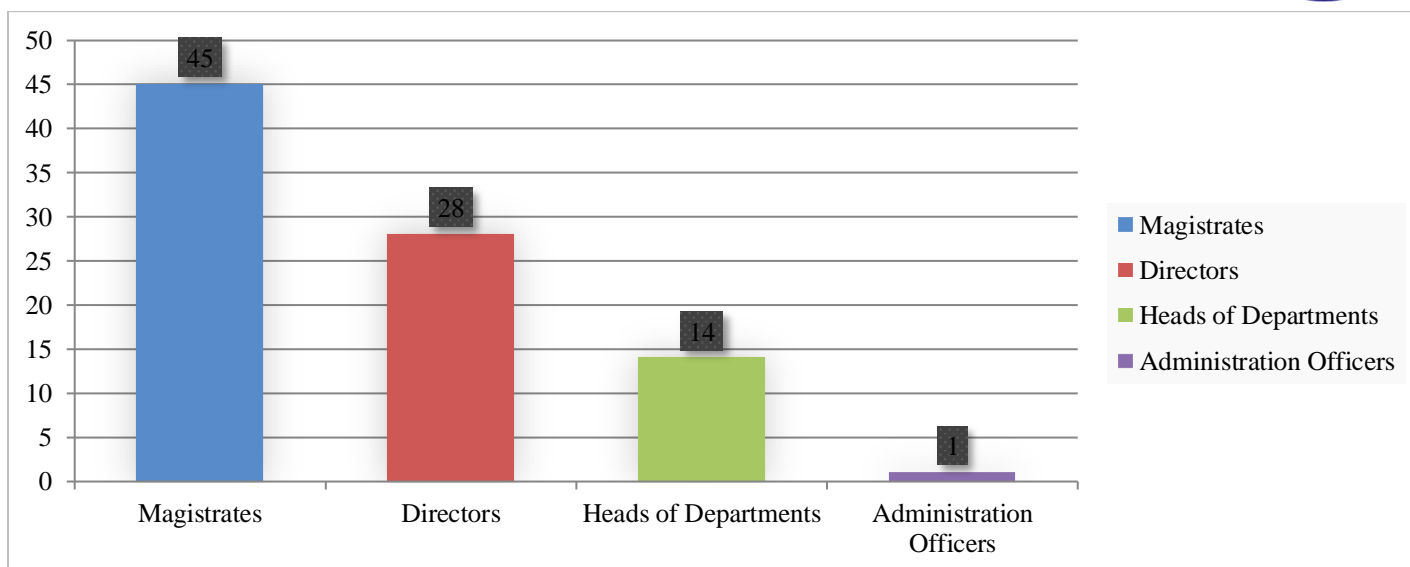
*The trend in staff recognition and appreciation:* From the given responses regarding the presence of staff recognition and appreciation, the research had to dig deeper on the trend of the Judiciary staff to ever been recognized or appreciated. Different participants were interviewed, below is what one Director at the appellant court added to the study.

*During the last ten years, barely five staff have received certificates of recognition, it’s like it happens on an average of one staff in two years.*

Furthermore, a Resident Magistrate shared the followings:

*I think the Judiciary of Tanzania is too distributed in so many offices and hence it becomes difficult to track each staff from each office and decide on issuing certificates or appreciations.*

*The Judiciary staff receiving recognitions and appreciations:* Based on the feedback from the presence of recognitions and appreciations, only judges and magistrates were receiving these awards. The researcher had to check further to be sure if there is any other Judiciary staff receiving the awards. Figure 2 below summarizes the responses.



**Figure 2**  
*Judiciary Staff receiving Recognition and Appreciations*

From figure 2 above, the results are surprising as there are at least sixteen (16) types of staff at the Judiciary of Tanzania but only three types of staff have been recognized during the past ten (10) years. The researcher had to conduct interviews in order to ascertain why it is only three types of staff have ever received the awards. A court administrator from resident magistrate court shared the following insights.

*Magistrates are promoted into judges after some years of experience, I think this is the reason why they get to receive recognition, because their appraisal system is clear.*

On this aspect, a Director of Administration added the followings insights:

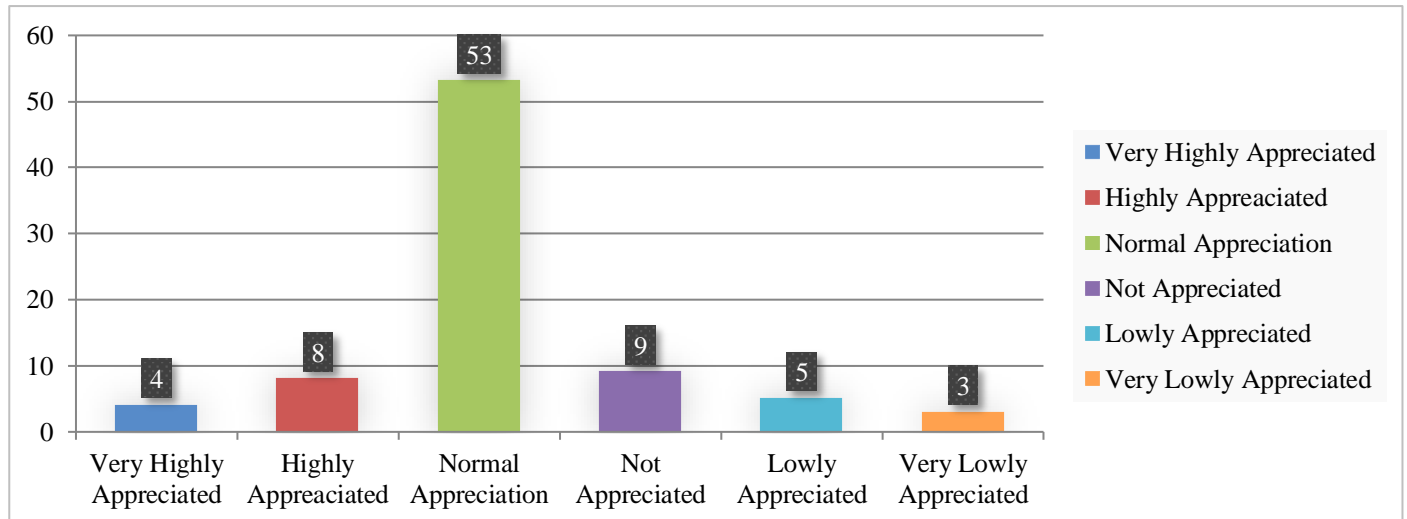
*Directors are the ones responsible for their directorates and report to higher authorities; this may be the reason why they can be recognized and appreciated instead of Judiciary staff at officer level be it an Accountant or an Internal Auditor.*

#### 4.1.3 The Forms of Recognition and Appreciation at the Judiciary of Tanzania

After establishing the presence of recognition and appreciation at the Judiciary of Tanzania, the forms of recognition and appreciation had to uncover. This was done in order to acquire adequate understanding on whether judicial staff are motivated by the forms of recognition and appreciation granted to them.

*Certificates of Appreciation/Recognition:* In understanding the influence of this award in service delivery at the Judiciary of Tanzania, the researcher had to inquire on the level of recognition felt by Awardees' upon receiving this award. Figure 4 below depicts the level of recognition felt by Awardees' when they receive the certificates.





**Figure 4**  
The Level of Recognition felt by Certificate Awardees

Based on the findings outlines in figure 4, the researcher had to inquire why the feeling of appreciation is not as high as expected through certificates. As only 10% felt highly appreciated and only 5% felt very highly appreciated, one Administration Officer from the Appellant Court shared the following information.

*A certificate means something, however, its insufficient because there are no changes on how you get treated after receiving it. It's more like a form of control so you work harder the following year but the treatment you receive is the same as all other years.*

Furthermore, a Court Administrator added the following insights:

*No real appreciation is there, it's just a way of playing with your mind so you don't ever think of moving to another government agency with better benefits.*

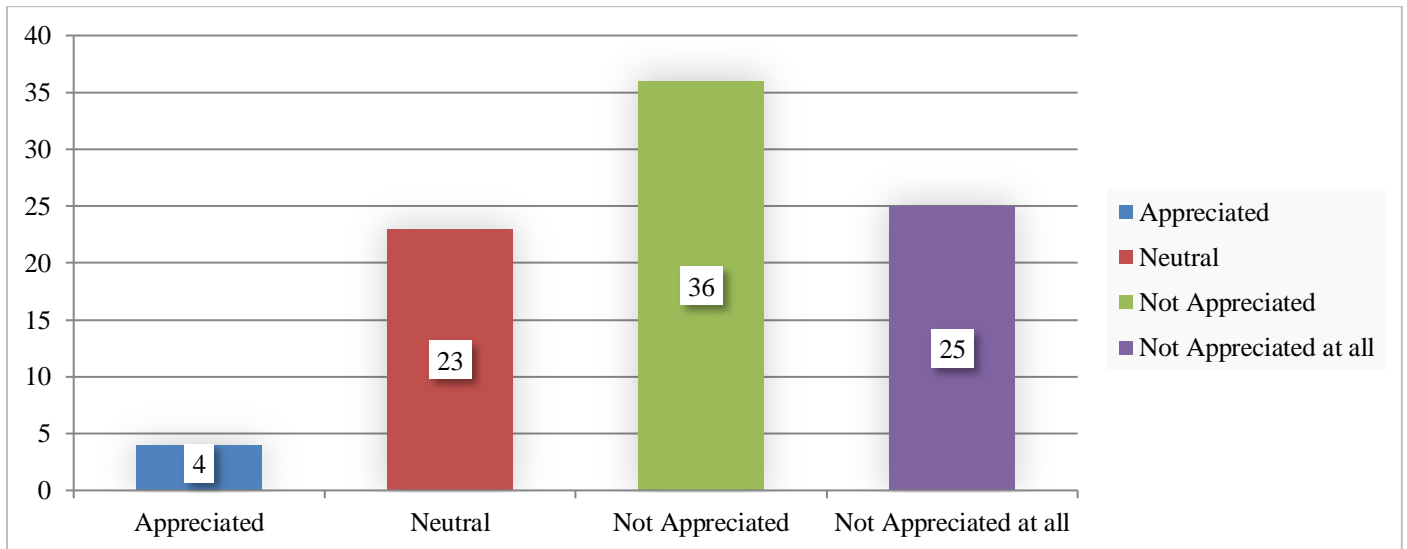
**Verbal praise.** In recognizing and appreciating employees, apart from the certificates, verbal praise is another way of recognizing and appreciating employees at the Judiciary of Tanzania. Certificates are not issued every time an employee is recognized. Sometimes verbal praise is used instead of a certificate. A head of section from the Kawe Primary Court shared the following inputs.

*Certificates are issued from the headquarter, therefore, when it happens that my staff has achieved something that require appreciation while the headquarters already has a plan to issue a certificate to someone else in another office, I use verbal praise to my staff.*

Additionally, a Personal Secretary from the High Court shared the following information:

*No way I'd feel appreciated by a verbal praise, at least a certificate would imply the Judiciary recognizes me and has made efforts to at least print a certificate with my name on it.*

Considering the response form the High Court Personal Secretary, the researcher had to make follow-ups on how the individuals being praised feel about this form of recognition. Figure 5 below outlines results from participants replying to how they feel about the verbal praise.



**Figure 5**  
*Employees’ Feelings towards Verbal Praise*

As figure 5 indicate only 5% of the Judiciary staff feel appreciated with a mere verbal praise, the researcher agrees with the “majority wins” notion. In this case, 95% find verbal praises unfit to be considered real appreciations from their superiors.

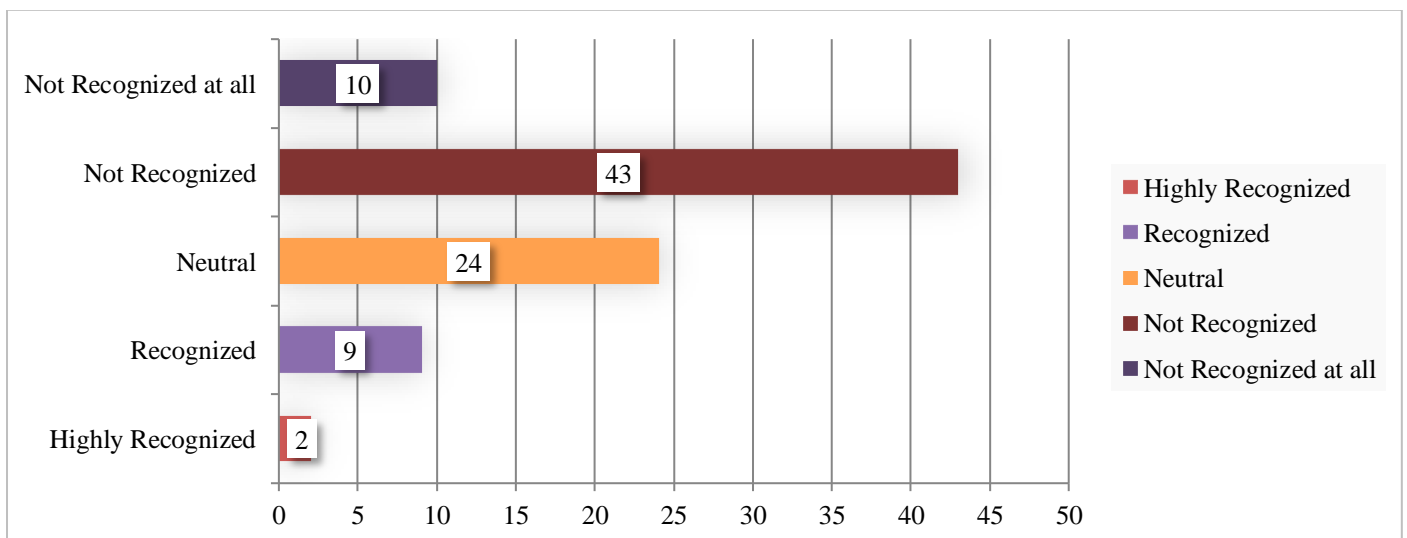
*Employee recognition wall:* Other than certificates and verbal praises, some Judiciary offices have a recognition wall for their outstanding employees. This is implemented by placing a picture, name, and position of an employee on notice boards located at the entrance and corridors of the office with the descriptions “recognition award” or “employee of the year”. A human resources officer from the resident magistrate court shared the following information regarding the employee recognition wall.

*It is our tradition to recognize the employee of the year on annual basis instead of waiting for the certificate award from the headquarters which is not awarded to all offices every year.*

On this regard, a Court Administrator of High Court Dar es Salaam zone shared the following insights:

*The way I see it, the employee recognition wall is not a real award, it’s just a way of making us work harder hoping to see our pictures on the notice board.*

Considering the response, the researcher found the need to investigate on how employees feel about the employee recognition wall. Based on the employees’ feelings, the study was able to gain an insight if this form of incentive has an influence in service delivery at the Judiciary of Tanzania. Figure 6 below describes the level of appreciation felt by the Judiciary employees from having their pictures posted on the employee recognition wall.



**Figure 6**  
*Employees’ Feelings towards the Employee Recognition Wall*

Based on the findings in figure 6, only 2% felt highly recognized through the employee recognition wall, and only 10% of respondents felt recognized while 88% of respondents do not feel recognized through this form of recognition. The researcher agrees with the 88% of respondents in the sense that it is not sufficient to make employees feel recognized.

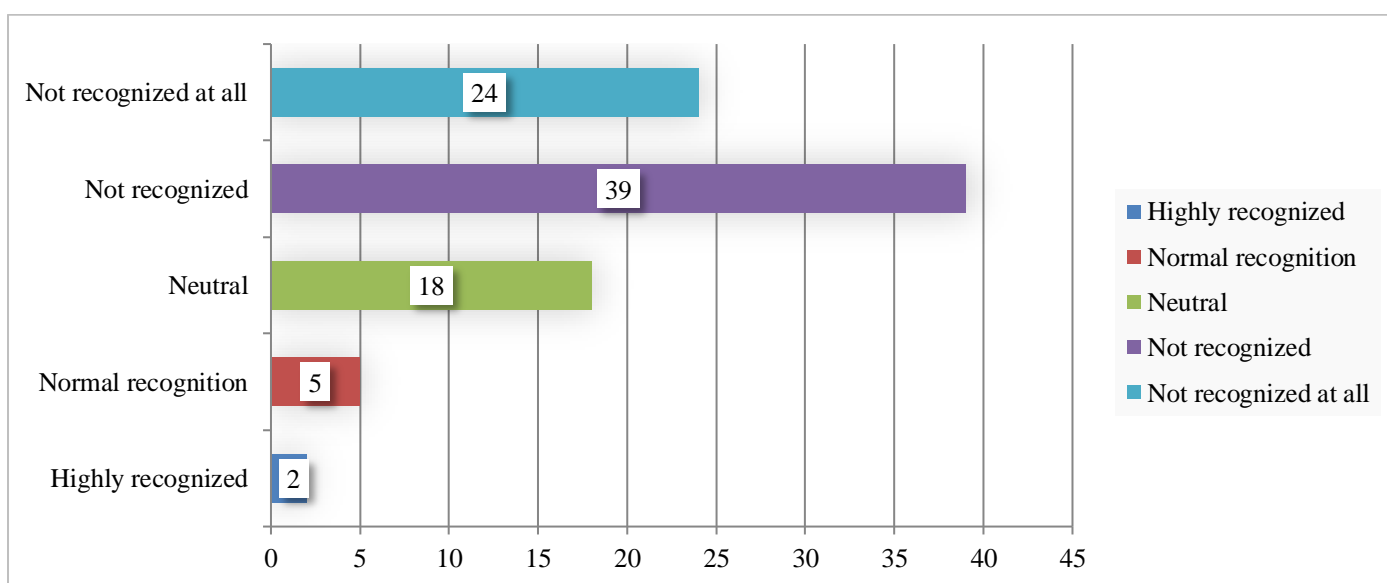
*Team Trophy:* Another form of recognition and appreciation for employees at the Judiciary of Tanzania is a team trophy. A team trophy is awarded to a section with an overall higher performance compared to other sections. In contrast with the other discussed forms of recognition and appreciation, this particular recognition is granted to a team of staff instead of one particular staff. A head of section from the Appellant Court added the following input.

*Sometimes the accomplishment is done by a team, hence the team trophy.*

On this aspect, a Judiciary Economist from the High Court provided the following information:

*This recognition is not suitable for us who work individually at the Judiciary, furthermore, who takes it home or who records it in their CV? It's still not a real award.*

Based on the response from the Judiciary economist, the researcher had to inquire more on how the Judiciary staff feel about the team trophy. Moreover, the researcher agrees that a team trophy does not contain anyone's name, and cannot be added to anyone's CV. Figure 7 below present the Judiciary employee's feelings of recognition towards the team trophy.



**Figure 7**  
*Employees' Feeling of Recognition through the Team Trophy*

With 44% feeling not recognized, and 27% feeling not recognized at all, on top of 21% feeling neutral, it amounts to 88% of respondents not finding this form of incentive effective. The researcher agrees with them and recommends on the best forms.

## 4.2 Discussion

In examining recognition and appreciation of employees in service delivery at the judiciary of Tanzania, the researcher had to check the both the presence and the forms of recognitions and appreciation awarded to the judiciary's employees. These are as outlines below.

### 4.2.1 The Presence of Recognition and Appreciation at the Judiciary of Tanzania

Prior assessing the forms of recognitions and appreciation awarded to the Judiciary employees; it was of utmost importance to assess their presence. Findings clearly indicate a very low presence of recognition and appreciation at the Judiciary of Tanzania. A study by Wren (2024) insisted on employee recognition. The researcher agrees with Wren (2024) in a sense that recognition should be high at Judiciary of Tanzania, and not kept at low levels as it has been discovered by this study. The findings argue that consistently shows that timely and sincere recognition of employees' contributions positively influences motivation, job satisfaction, and retention rates.

*The trend in staff recognition and appreciation:* From the given responses regarding the presence of staff recognition and appreciation, the research had to dig deeper on the trend of the Judiciary staff to ever been recognized or appreciated. A study by Robins (2019) insists on the benefits of recognition. The researcher agrees with Robins (2019) that recognition should be more often. However, with the Judiciary of Tanzania being distributed all over

Tanzania, there are chances awarded are granted on annual basis, the main issue is the means of communicating the award is not convenient to reach all employees of the Judiciary of Tanzania.

*The Judiciary staff receiving recognitions and appreciations:* Based on the feedback from the presence of recognitions and appreciations, only judges and magistrates were receiving these awards. The researcher had to check further to be sure if there is any other Judiciary staff receiving the awards. The results are surprising as there are at least sixteen (16) types of staff at the Judiciary of Tanzania but only three types of staff have been recognized during the past ten (10) years. The researcher had to conduct interviews in order to ascertain why it is only three types of staff have ever received the awards. Hastwell (2023) insisted on fairness in employee recognition. The researcher concurs with Hastwell (2023) in a sense that all employees should have equal chances of being recognized.

#### 4.2.2 The Forms of Recognition and Appreciation at the Judiciary of Tanzania

After establishing the presence of recognition and appreciation at the Judiciary of Tanzania, the forms of recognition and appreciation had to uncover. This was done in order to acquire adequate understanding on whether judiciary staff is motivated by the forms of recognition and appreciation granted to them. Through this, the influence of this particular non-monetary incentive was established. The forms of recognition and appreciation at the Judiciary of Tanzania are as discussed below.

*Certificates of Appreciation/Recognition:* The most common form of recognition and appreciation is the certificate issued to the outstanding staff. In most cases, outstanding staff are issued a certificate of recognition or a certificate of appreciation one at a time. In understanding the influence of this award in service delivery at the Judiciary of Tanzania, the researcher had to inquire on the level of recognition felt by Awardees' upon receiving this award.

Considering the response form the High Court Personal Secretary, the researcher had to make follow-ups on how the individuals being praised feel about this form of recognition.

As figure 5 indicate only 5% of the Judiciary staff feel appreciated with a mere verbal praise, the researcher agrees with the "majority wins" notion. In this case, 95% find verbal praises unfit to be considered real appreciations from their superiors. Section 6.4 of this study recommends on the best forms of recognition and appreciation suitable for the Judiciary of Tanzania employees. Kinne (2024) asserted that the best form of recognition should be felt by employees. The researcher concurs with (Kinne, 2024) and insists the same at the Judiciary of Tanzania.

*Employee recognition wall:* Other than certificates and verbal praises, some Judiciary offices have a recognition wall for their outstanding employees. This is implemented by placing a picture, name, and position of an employee on notice boards located at the entrance and corridors of the office with the descriptions "recognition award" or "employee of the year".

Considering the response, the researcher found the need to investigate on how employees feel about the employee recognition wall. Based on the employees' feelings, the study was able to gain an insight if this form of incentive has an influence in service delivery at the Judiciary of Tanzania.

Based on the findings in figure 6, only 2% felt highly recognized through the employee recognition wall, and only 10% of respondents felt recognized while 88% of respondents do not feel recognized through this form of recognition. The researcher agrees with the 88% of respondents in the sense that it is not sufficient to make employees feel recognized. Skerik (2024) asserted that employee recognition should be in a form that it can be presented even in later days. The researcher concurs with Skerik (2024). Despite the presence of different opinions, the fact that 61% of respondents would not feel recognized, it is best not to consider this an adequate form of employee recognition at the Judiciary of Tanzania. *Team Trophy:* Another form of recognition and appreciation for employees at the Judiciary of Tanzania is a team trophy. A team trophy is awarded to a section with an overall higher performance compared to other sections.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusions

Based on the findings, the study concludes that the recognition and appreciation system at the Judiciary of Tanzania is substandard as most respondents have complained that there is lots of staff working hard but they have never been recognized nor appreciated even after years of working hard. The study concludes that the matrix for recognizing and appreciating judicial employees has remained unknown to them, and hence it creates the issue of unknown in the recognition system. As for the trainings and development, the study concludes that there are a selection biases and favouritism in appointing Judiciary employees to attend the trainings. The study further concludes that it is a very bad practice to train only the top management using the preferred modes of training particularly abroad trainings, and retreats while using only on-job trainings and eLearning for other Judiciary officers like Office assistant, Record management assistant and security guard.

On the contribution of work environment, the study concludes that the existing infrastructure is very un conducive for judiciary employees to work at their full potentials while serving judicial clients. Most importantly, especially in lower level courts, the existing work environment play a huge role in reducing clients' satisfaction as the waiting areas are inconvenient and the lack of stationery services forcing them to walk outside the premises and pay for stationery services. Based on the study findings, the following recommendations are put forward:

## 5.2 Recommendations

Based on the study findings, this study recommends the Judiciary to strongly encourage non-monetary incentives to their employees particularly recognitions, training opportunities, and good work environment to increasingly motivate and enable them to actively participate in the assigned tasks towards enhanced overall organizational performance and productivity. This study further recommends that the Judiciary should have robust systems of recognition, and employee selection for participating in trainings to mitigate the existing selection biases and favouritism.

The study recommends that organizations in the public service widely adopt non-monetary particularly recognitions, trainings, and good work environment incentives in the pools of various incentives towards attaining a motivated workforce for enhanced overall organizational performance and productivity. The organizations in the public service should enhance their incentive schemes and systems to achieve a wide range of means of motivating employees for their deserved rights, duties, and responsibilities as a reward.

The study recommends that the individual workers in the judiciary of Tanzania effectively enhance their awareness of the non-monetary incentives towards enhancing their performances over time. Also the study further recommends individuals in the judicial offices to change their attitudes towards adopting non-monetary incentives to respond to their rights, duties, and responsibilities since they hold a significant motivational role like any other form of incentive.

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