

The Effectiveness of Non-Monetary Motivational Strategies on the Performance of Mbeya City Council (MCC), Tanzania

Lilian Ninja¹

Abstract

The study investigated how non-monetary motivational factors affect job performance among employees of the Mbeya City Council. It specifically looked into the effects of recognition and reward programmes, job security, and training on job performance. A quantitative approach was employed, using a descriptive survey design to collect detailed information about a population or phenomenon. Primary data were collected through questionnaires distributed to a sample of council employees, especially revenue collectors. The data collected for 78 respondents were analysed and presented using descriptive statistics in SPSS version 22. Results indicated a positive correlation between recognition and rewards and job performance ($r = 0.217, N = 78$), a positive link between job security and job performance ($r = 0.348, N = 78$), and a significant relationship between training and job performance ($r = 0.640, N = 78$). The study suggests that the Tanzanian government should develop labour policies that emphasise addressing both monetary and non-monetary needs of employees, recognise their contributions, and grant them autonomy.

Keywords: Rewards and Recognition, Job Security, Training, motivation, Job Performance.

1.0 Introduction

Motivation remains a critical driver of human behaviour globally, influencing not only individual effort but organisational performance. Recent studies affirm that motivation, particularly non-monetary incentives, plays a central role in maintaining employee engagement, commitment, and productivity in varied settings (Mayugwa, 2023). For example, Nyange and Swai (2024) found that non-monetary incentives, such as recognition and work-life balance, significantly boost job satisfaction, more so than monetary incentives in the long run. Similarly, in East Malaysia's automotive dealership sector, both monetary and non-monetary rewards were shown to positively affect job performance, with non-monetary rewards emerging as the stronger predictor (Munap *et al.*, 2025).

In Africa, evidence from Tanzania and beyond confirms similar trends. Kulwa and Mwila (2022) revealed that professional growth, recognition, respect, and involvement in decision-making are among the most desired non-monetary incentives and that these factors correlate positively with job performance. Another recent study of Makole Hospital in Dodoma (2022) demonstrated statistically significant associations between non-monetary motivational factors (training, promotion, target setting, team building)

¹ Institute of Accountancy Arusha Lilyesta19@yahoo.com

and employee performance among both clinical and administrative staff (Gwassa, 2022). In the Tabora Municipal Council, a 2023 investigation found that fairness, policy clarity, and feedback enhance performance through non-monetary motivators, particularly recognition and training (Mashenene & Tieng'o, 2023). Further, Minja (2025) in Role of Training and Development Initiatives on the Performance in Tanzania found that training and development initiatives significantly enhance organisational performance in public institutions. Relatedly, Minja (2024) in The Role of Recruitment and Selection showed that transparent recruitment and selection practices are key non-monetary drivers of performance.

Within the Tanzanian municipal context, however, gaps remain. Although many employees receive both monetary and non-monetary incentives, the precise mechanisms through which non-monetary factors influence individual employee performance are not yet fully understood. At the Mbeya City Council, allegations of underperformance linked to low motivation persist, but empirical evidence on non-monetary motivational factors is sparse. Therefore, this study was carried out guided by the following specific objectives: to examine the effects of recognition and reward programmes on employee performance at Mbeya City Council; to assess the impact of job security on employee performance; and to evaluate the role of training in enhancing employee performance.

2.0 Literature Review

2.1 Theoretical Literature Review

2.1.1 Maslow's Hierarchy of Needs Theory

Herzberg's Two-Factor Theory emphasises that employee motivation is driven by two distinct elements: hygiene factors, which prevent dissatisfaction and motivators, which actively foster satisfaction and performance (Herzberg, 1966). This theory is relevant to the current study as it highlights how non-monetary motivators, such as recognition and opportunities for growth, can directly influence employee retention.

In addition, Alderfer's ERG Theory refines Maslow's hierarchy of needs by consolidating them into three categories: *Existence, Relatedness, and Growth*. Unlike Maslow's rigid progression, ERG theory proposes that individuals can pursue multiple needs simultaneously, and when higher-level needs are frustrated, they may regress to lower-level needs (Alderfer, 1969). This adaptability makes ERG theory particularly relevant to workplace behaviour, as it recognises that employees' motivations often shift in response to situational pressures and the level of organisational support provided. Complementing this perspective, the Self-Determination Theory (SDT) highlights the role of intrinsic motivation by emphasising the psychological needs for autonomy, competence, and relatedness as fundamental drivers of sustained engagement and well-being (Deci & Ryan, 1985; 2000; 2017). Furthermore, goal-setting theory underscores that clearly defined and challenging goals enhance motivation by directing attention and effort, fostering persistence, and encouraging the adoption of effective strategies (Locke & Latham, 2004). Taken together, these frameworks provide a comprehensive understanding of how both intrinsic and extrinsic factors shape employee motivation within organisational settings.

2.2 Empirical Literature Review

Recent empirical research continues to highlight the significance of non-monetary motivational strategies in enhancing employee performance across various public sectors in East Africa. Studies in Tanzania and Kenya have demonstrated that non-monetary rewards such as recognition, professional development, and flexible work arrangements substantially influence performance outcomes (Okereke & Asha, 2022; Kulwa & Mwila, 2022; Mwinuka et al., 2025). Similarly, Mashenene and Tieng'o (2023) and Nyange and Swai (2024) found that recognition, promotion, and training opportunities are positively correlated with performance in both municipal and forest service institutions, reinforcing the argument that intrinsic motivators can be as powerful as financial incentives in sustaining productivity. Comparable evidence from Kenya's state corporations further reveals that non-financial incentives, including career advancement, employee recognition, and supportive work environments, have a statistically significant effect on employee performance (Kamwenji et al., 2022; Mwinuka et al., 2025).

Training and development emerge as the most influential non-monetary motivators across multiple Tanzanian studies. Evidence from Morogoro Municipality and Tabora Municipal Council shows that staff training and skill enhancement initiatives contribute to both improved performance and employee retention (Mashenene & Tieng'o, 2023; Mayugwa, 2023; Nyange & Swai, 2024). Likewise, empirical findings from Mount Meru Referral Hospital and TANESCO Dodoma suggest that continuous learning and recognition systems improve job satisfaction and productivity, complementing the effects of financial rewards (Okereke & Asha, 2022; Mwinuka et al., 2025). These findings are consistent with international scholarship emphasising the growing importance of non-monetary strategies in the post-pandemic public service environment, where intrinsic rewards increasingly outweigh extrinsic incentives in driving employee commitment (Mashenene & Tieng'o, 2023; Nyange & Swai, 2024; Kulwa & Mwila, 2022).

Despite this extensive evidence, a research gap persists regarding how specific non-monetary factors, particularly recognition, training, and promotion, collectively shape employee performance in Tanzania's local government authorities. Most prior studies have examined general motivation patterns without isolating their influence on roles such as revenue collectors, who operate in performance-sensitive environments within city councils (Mayugwa, 2023; Mwinuka et al., 2025). Therefore, the existing research gap is that it often discusses motivational factors without examining how they specifically influence organisational survival and employee performance. This study addressed this gap by examining the effects of non-monetary motivational factors on job performance in Mbeya City Council, particularly among revenue collectors. Although several studies in Tanzania and beyond have examined employee motivation, few have analysed how non-monetary strategies affect performance in local government settings, particularly in Mbeya City Council. Existing research often focuses on monetary incentives or private organisations, leaving a gap in understanding the effectiveness of non-monetary factors in public service performance.

3.0 Methodology

This study adopted a case study design, which focuses on describing the characteristics of a particular individual or group (Kothari, 2004). The Mbeya city council was a case study for this study. The study employed a quantitative research approach. According to Creswell (2009), quantitative methods involve collecting, analysing, interpreting, and writing up the results of a study using various designs, including survey and experimental research.

The study was conducted at the Mbeya City Council. The rationale for selecting this study area stems from persistent concerns about the council's performance, particularly regarding employee motivation and service delivery. Reports from the Controller and Auditor General (CAG) and media coverage have highlighted challenges such as delays in service delivery, low revenue collection efficiency, and frequent employee grievances, all of which are linked to inadequate staff motivation (CAG, 2022; The Citizen, 2023). These recurring issues make the Mbeya City Council a suitable case study to investigate the impact of non-monetary motivation on employee performance. The study employed a sample size of 78 respondents drawn from revenue collectors and administrative staff. A simple random sampling technique was used to ensure representativeness. At the same time, Mbeya City Council was purposively selected to address the specific concerns of employee motivation and performance in a local government authority context. The dependent and independent variables were measured by various measurements, as shown in the table below:

Table 1: Variable measurements

| Variable | Measurements |
|-----------------------------------|---|
| Recognition and Reward Programmes | Formal praise Promotion Growth opportunities |
| Job Security | Unions Contracts Laws |
| Training | Creativity Capacity to adopt new technologies Lower frequency Supervision |
| Job Performance | Good time management Self-Improvement Consistency |

Source: Researcher, 2023

In this study, local government performance was measured at the employee level using parameters such as time management, self-improvement, and consistency. These indicators reflect how effectively employees' performance contributes to service delivery. Municipal-level performance indicators, such as service quality and productivity, were considered beyond the scope of this study.

Primary and Secondary data were collected in this study. The instrument used to collect primary data was a self-administered questionnaire distributed to selected participants from the Mbeya City Council. This questionnaire was both open and closed-ended and

included a list of statements on which participants were requested to freely identify their degree of agreement or disagreement in their respective rooms by using the five-point Likert scale to determine the attitude of assigning points 1,2,3,4, and 5 to terms of strong disagreement, disagreement, neutrality, agreement and strong agreement as in the order of the numbers. Documentary review refers to the review of various materials from sources such as the Internet, reports, and Policies. For this study, published articles and research by other researchers have been reviewed, and secondary data have been collected.

The reliability of the data instruments was evaluated using the split-half reliability test, which yields the reliability index, coefficient alpha. The coefficient alpha, or Cronbach's Alpha, was used to evaluate the reliability of the study because "if you administer a Likert Scale or have another measure that does not have just one correct answer, the preferred statistic to calculate the split-half reliability is coefficient alpha, or called Cronbach's alpha (Korb, 2013).

Reliability of the questionnaire was tested using Cronbach's alpha. According to George and Mallery (2003), Cronbach's alpha values greater than 0.9 indicate excellent internal consistency reliability. When it is greater than 0.8 (>0.8), the reliability is good; while greater than 0.7 is acceptable, and greater than 0.6 is still acceptable. When it is 0.5 to 0.58, it is poor, and when it is less than 0.5, internal consistency is unacceptable.

Table 2: Reliability Statistics for the Construct

| Variables | Reliability Statistics | | |
|-------------------------|------------------------|--------------|----------------------|
| | Cronbach Alpha | No. of Items | Internal Consistency |
| All Items | 0.786 | 22 | Acceptable |
| Recognition and Rewards | 0.763 | 7 | Acceptable |
| Job Security | 0.617 | 8 | Acceptable |
| Training | 0.764 | 7 | Acceptable |

Source: Field Data, 2023

The results in Table 3.3 indicate that data collection instruments were reliable, as the Cronbach's alpha for 22 items was 0.786, and each variable exceeded 0.6. Data were collected, processed, and analysed using the Statistical Package for the Social Sciences (SPSS v. 22). Descriptive and inferential analyses were conducted. Descriptive analysis demonstrated how recognition and rewards, job security, and training affect job performance. Inferential analyses were used to examine the relationship between non-monetary motivational factors and job performance, using correlation and regression analyses.

4.0 Findings and Discussion

This section presents, interprets, and discusses the findings. Data is analysed using mean scores and percentages and presented in tables and figures.

4.1 Recognition and Reward Programs

The first objective was to assess the effects of recognition and reward programmes on job performance. Findings are presented in Table 3.

Table 3: Recognition and Reward Programs

| Analysis of Descriptive Statistics to explain variables | N | Mean | Std. Deviation |
|--|----------|-------------|-----------------------|
| Promotion and growth opportunities improve job performance | 78 | 4.0385 | .76349 |
| Recognition is crucial to improving job performance | 78 | 4.0386 | .74629 |
| Improvement of the quality of work as a result of the reward system in place | 78 | 4.3718 | .83912 |
| Recognition and reward programs motivate employees to perform better | 78 | 4.2308 | 1.11569 |
| Recognition and Reward Programs reduced employee complaints | 78 | 4.3462 | .64116 |
| Formal praise (Certificate) motivates employees to do quality work | 78 | 4.1667 | .76305 |
| It is important to be recognised by peers and co-workers for a job well done | 78 | 3.8077 | .45748 |
| Valid N (listwise) | 78 | | |

Source: Field Data 2023

Even though descriptive statistics cannot be used to draw conclusions without supporting inferential statistics, Table 3 above shows that many respondents indicated that promotion and growth opportunities improve job performance. This was shown by the mean of 4.03 and the standard deviation of 0.76. Study findings revealed that recognition is crucial for improving job performance, with a mean of 4.03 and a standard deviation of 0.74. Motivational rewards used to compensate workers at the Mbeya City Council benefit both staff and employers (MCC). The study revealed that work quality improved under the reward system, with a mean of 4.37 and a standard deviation of 0.83. The study outcome depicted that recognition and reward programs motivate employees to perform better to a large extent. This was indicated by the mean and standard deviation of 4.23 and 1.11, respectively. To a large extent, respondents asserted that recognition and reward programmes reduced employee complaints. This was shown by a mean of 4.34 and a standard deviation of 0.64. Moreover, the study uncovered that, to a moderate extent, it is important to be recognised by peers and co-workers for a job well done. This was depicted by means of 3.80 and a standard deviation of 0.45. Organisations that do not create rewarding schemes for workers and fail to recognise their commitment to career development can lead to workers' demotivation (Gemedo & Tynjala, 2015).

4.2 Relationship between Recognition and Rewards and Job Performance

The study sought to determine the relationship between Recognition and Rewards and Job Performance. The data in the table below depict a positive relationship between Recognition and Rewards and Job Performance ($r = 0.217$, $N = 78$). This is evident in the presentation below;

Table 4: Recognition and Reward Programs Correlation

| | | Correlations | |
|---------------------|---------------------|---------------------|-----------------|
| | | Recognition Rewards | Job Performance |
| Recognition Rewards | Pearson Correlation | 1 | .217 |
| | Sig. (2-tailed) | | .056 |
| | N | 78 | 78 |
| Job Performance | Pearson Correlation | .217 | 1 |
| | Sig. (2-tailed) | .056 | |
| | N | 78 | 78 |

Source: Field Data 2023

4.3 Relationship between Job Security and Performance

This objective examined the effect of job security on job performance. The findings revealed a positive relationship between job security and job performance ($r = 0.348$, $N = 78$), indicating that higher job security is associated with improved job performance. This is evident in the presentation below;

Table 5: Job Security and Job Performance Correlation Matrix

| | | Correlations | |
|-------------------|---------------------|--------------|-----------------|
| | | Job Security | Job Performance |
| Work/Job Security | Pearson Correlation | 1 | .348** |
| | Sig. (2-tailed) | | .002 |
| | N | 78 | 78 |
| Job Performance | Pearson Correlation | .348** | 1 |
| | Sig. (2-tailed) | .002 | |
| | N | 78 | 78 |

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data 2023

Table 6: Descriptive Statistics on Job Security

| Descriptive Statistics | | N | Mean | Std. Deviation |
|--|----|----------|-------------|-----------------------|
| Worker unions have a positive impact on employees' job performance | 78 | 4.7051 | .60537 | |
| Job security is a key determinant of job satisfaction | 78 | 3.3846 | 1.61350 | |
| Job security helps employees to do their best work | 78 | 3.3333 | 1.42944 | |
| Job security improves employees' bottom line | 78 | 3.6667 | 1.39262 | |
| Providing job security for employees improves the company's reputation | 78 | 3.7051 | 1.45146 | |
| Job security has an impact on employee job satisfaction | 78 | 3.5256 | 1.42085 | |
| The presence of employment contracts motivates employees to perform better | 78 | 3.6795 | 1.33381 | |
| Well-known laws improve job performance | 78 | 3.4487 | 1.47399 | |
| Valid N (listwise) | 78 | | | |

Source: Field Data 2023

The average (Mean) and standard deviation for workers' unions have positive impacts on employees' job performance, with values of 4.7 and 0.6, respectively. The mean and standard deviation for job security were key determinants of job satisfaction, with values of 3.38 and 1.61, respectively. The mean and standard deviation for job security, which help employees do their best work, are 3.33 and 1.42, respectively. The mean and standard deviation for job security, which improve employees' bottom line, were found to be 3.66 and 1.39, respectively. The mean and standard deviation for job security, which improves LGA's reputation, were 3.7 and 1.45, respectively. To a moderate extent, the majority of respondents indicated that job security affects employee job performance. A worker's job security increases an organisation's bottom line, as he has no other risks involved in the recruiting process. This was indicated by a mean of 3.5 and a standard deviation of 1.42, as shown in the table above. The study's findings revealed that, to a moderate extent, most respondents perceived employment contracts as motivating employees to perform better. This was indicated by a mean and standard deviation of 3.67 and 1.33, respectively. Mean and standard deviation for well-known laws that improve job performance were found to be 3.44 and 1.47, respectively. Providing job security for employees enhances an organisation's prestige and image. The best talent is keen to partner with reputable businesses. Also, clients rely more on collaborating with organisations that value integrity for their workers.

4.4 Relationship between Training and Job Performance at MCC

The study examined the relationship between training and job performance and found a significant positive association ($r = .640$, $N = 78$). This relationship is detailed in the following presentation.

Table 7: Training and Job Performance Correlation

| Correlations Matrix for the Construct | | Training | | Job Performance |
|---------------------------------------|---------------------|---------------------|------|-----------------|
| | | Pearson Correlation | 1 | .640 |
| | | Sig. (2-tailed) | | .008 |
| | | N | 78 | 78 |
| Job Performance | Pearson Correlation | | .640 | 1 |
| | Sig. (2-tailed) | | .008 | |
| | N | | 78 | 78 |

Source: Field Data 2023

Table 8: Descriptive Statistics for Training and Performance

| | Descriptive Statistics for Training and Performance | | | |
|----|--|----|--------|----------------|
| | Summary of Descriptive Statistics | N | Mean | Std. Deviation |
| C1 | Training on revenue collection strategies is an efficient tool for improving my job satisfaction | 78 | 3.4231 | 1.46402 |
| C2 | Training sharpens my thinking ability and creativity in order to make better decisions in time | 78 | 3.6795 | 1.38164 |
| C3 | Overall, the training I receive on the job meets my needs | 78 | 3.6026 | 1.40814 |
| C4 | Training is an efficient tool for improving my job satisfaction | 78 | 3.4231 | 1.46402 |
| C5 | Training has increased the employees' capacity to adopt new technologies and methods | 78 | 3.7949 | 1.29293 |
| C6 | Training helps to reduce the frequency of supervision | 78 | 3.4231 | 1.42810 |
| C7 | Training and development boost up the morale of the employees | 78 | 3.5641 | 1.29524 |
| | Valid N (Listwise) | 78 | | |

Source: Field Data 2023

The study aimed to assess the impact of training on job performance. It was revealed that training moderately enhances employees' cognitive abilities and creativity, leading to better decision-making (Mean = 3.67, Standard Deviation = 1.38). Training is designed to equip employees with the necessary knowledge and skills for their roles (Anne, 2018), as few people are willing to fill positions without the required expertise. Most respondents felt that the job training met employees' needs, with a mean of 3.6 and a standard deviation of 1.4. Additionally, with a mean of 3.7 and a standard deviation of 1.29, respondents indicated that training improves employees' ability to adapt to new technologies and methods. To

a significant extent, training reduced the frequency of supervision (Mean = 3.4, Standard Deviation = 1.43). Furthermore, training has led employees to be more open to taking on new tasks, as indicated by a mean of 4 and a standard deviation of 1.18. Training catalyses career development, helping employees advance knowledge and improve performance (Cherian & Jacob, 2013). Employers who invest in training demonstrate commitment to their employees (Dhar, 2015). Respondents rated training as an effective tool for enhancing job satisfaction, with a mean of 3.42 and a standard deviation of 1.46. Additionally, the majority agreed that training boosts employee morale, with a mean of 4.5 and a standard deviation of 5. After completing training programmes, employees felt more optimistic, developed better self-improvement plans, and had a more positive outlook on their company (Ling, Qing, and Shen, 2014). Training helps employees align their priorities and effectively achieve their goals (Ford, 2014).

4.5 Regression Analysis

A linear regression analysis was conducted to assess the effect of employees' nonmonetary motivational factors on job performance at the Mbeya City Council. Table 7 presents the model summary, showing the extent to which employees' nonmonetary motivational factors (independent variable) accounted for variation in job performance (dependent variable).

Table 9: Model Summary

| Model Summary | | | | | |
|--|-------------------|----------|-------------------|----------------------------|--|
| Model | R | R Square | Adjusted R-Square | Std. Error of the Estimate | |
| 1 | .724 ^a | .524 | .152 | 7.30422 | |
| a. Predictors: (Constant), Training, Job Security, Recognition Rewards | | | | | |

Source: Field Data 2023

The coefficient of determination (R^2) in the model summary accounts for 52.4% of the variance in the independent variables. This implies that the independent variables under training, job security, recognition and rewards explain only 52.4% of the characteristics of employees' nonmonetary motivational factors affecting job performance. The coefficient of determination was significant because 47.6% of the variation is explained by characteristics not captured in the independent variables.

Table 10: ANOVA

| ANOVA ^a | | | | | | |
|--|------------|----------------|----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 897.940 | 3 | 299.313 | 5.610 | .002 ^b |
| | Residual | 3948.021 | 74 | 53.352 | | |
| | Total | 4845.962 | 77 | | | |
| a. Dependent Variable: Job_Performance | | | | | | |
| b. Predictors: (Constant), Training, Job_Security, Recognition_Rewards | | | | | | |

Source: Field Data 2023

To test whether the regression model fitted to the data was significant or valid, an ANOVA was performed. According to the results, the regression model was statistically significant, as evidenced by $F(3, 74) = 77$, $p < .05$. Table 4.8 shows the ANOVA results.

Table 11: Employee Recognition and Reward Programs

| Coefficients ^a | | | | | | |
|---------------------------|---------------------|-----------------------------|-------|------------------------------|--------|------|
| Model B Std. Error | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | Beta | | | | |
| 1 | (Constant) | 44.611 | 6.945 | | 6.423 | .000 |
| | Recognition Rewards | .187 | .311 | -.086 | -.601 | .049 |
| | Job Security | .588 | .195 | -.424 | -3.021 | .003 |
| | Training | .549 | .228 | .295 | 2.407 | .019 |

a. Dependent Variable: Job_Performance

Source: Field Data 2023

The multiple linear regression equation with error term is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \text{ Where } e = \text{the error term}$$

$$Y = 44.611 + 0.187X_1 + 0.588X_2 + 0.549X_3 + 6.945\alpha$$

Whereby Y = Job Performance; X_1 = Recognition Rewards; X_2 = Job Security; X_3 = Training

According to the regression equation, with all factors considered and a constant of 0, the outcomes would be 44.611. When all other independent variables were set to zero, recognition rewards increased job performance by 0.187, while Job Security increased it by 0.588, and employees' training increased it by 0.549. Therefore, this implies that Recognition and Rewards programmes and Job security training are positively related to job performance at the Mbeya City Council.

5.0 Discussion of Findings

Local Government authorities (LGAs) in Tanzania that fail to establish reward systems that acknowledge employees' contributions to career development and fail to show appreciation face decreased motivation among their workforce. Research indicates that providing opportunities for promotion and growth significantly enhances job performance. Non-financial rewards are believed to encourage staff success and build trust in the organisation, leading to greater job satisfaction (Sorauren, 2018). Recognition is essential for improving job performance, as employees who are recognised tend to maintain higher efficiency levels, benefiting the company's profitability. However, frequent recognition can be costly. The study also revealed that effective reward systems lead to higher-quality work. Employees preferred working in environments where their voices were heard and their ideas valued, making them feel appreciated. Non-monetary rewards were particularly beneficial for medium and small organisations, helping them compete effectively with larger firms to attract and retain quality employees.

Findings showed that recognition and reward programmes significantly motivated employees to improve their performance. Aloyce (2018) noted that employees could underperform if they were not recognised despite having sufficient skills. The study also found that reward programmes reduced employee complaints, enhanced health and satisfaction, and increased motivation. With struggling firms on the rise, companies need strategies to foster innovation and competitiveness through teamwork, while emphasising recognition without straining budgets.

Formal recognition, such as certificates, was found to be a strong motivator for producing high-quality work (Rose, 2018). The effective use of appreciation as a reward boosts employee efficiency, leading to improved results and organisational productivity. Mbeya City Council should recognise and reward employees not only for their organisational contributions but also for their voluntary community service, thereby increasing the value of their roles.

The study found that workers' unions positively impact job performance and job security, which are crucial factors in job satisfaction. These findings align with Eline's (2016) observation that job security reduces employee turnover and enhances employees' confidence in their company, contributing to retention. Employees who feel insecure about their job were more stressed (Artz & Kaya, 2014), while job security prevents missed targets and poor performance (Conso, 2018). Mbeya City Council should ensure that job security enhances performance, helps employees perform at their best, and improves the company's reputation by reducing turnover and the costs associated with hiring and training new staff. Leaders who make employees feel valued in resource-limited environments were likely to achieve better results (Evans et al., 2017). However, Joles (2017) argued that job security might lead to complacency, in which employees avoid new challenges and rely too heavily on their current tasks.

The study also indicated that job security positively affected job satisfaction and that permanent contracts motivated better performance, consistent with Tyapi (2016). Nevertheless, Solvito (2018) noted that permanent contracts might reduce employees' motivation and productivity. Mbeya City Council should carefully assess employee performance based on their contract type. Well-established laws improve job performance by creating a fair work environment, protecting employees' rights, and educating them about their responsibilities (Tugoo, 2016).

Training helps employees meet their needs, adopt new technologies and methods, and reduce the need for supervision. The availability of learning opportunities boosts job performance and organisational effectiveness. MCC increasingly recognised the importance of training in enhancing organisational efficiency, revenue, productivity, and quality, while reducing turnover and absenteeism.

Training is an effective tool for increasing job satisfaction, as supported by Aktar et al. (2017), who suggest that non-monetary rewards, including learning opportunities, were crucial in attracting and improving employee performance. Managers could influence performance by creating a supportive work environment, fostering commitment to organisational goals, and developing appropriate strategies. The study indicates that training and development

enhance employees' morale, underscoring the need for the Mbeya City Council to provide adequate training to ensure employees are technically and socially competent and have the potential for career advancement.

6.0 Conclusion

The study highlights the critical role of non-monetary motivation in enhancing employee performance and retention in Mbeya City Council. Findings confirm that strategies such as recognition, training opportunities, supportive leadership, and a conducive working environment significantly contributed to employees' job satisfaction and productivity. The study contributes to human resource management literature by demonstrating that non-financial rewards were equally powerful as monetary ones in driving organisational success, particularly in public service contexts. In practice, the results suggest that managers should integrate both intrinsic and extrinsic motivators to build a committed and high-performing workforce. Future research could broaden the scope to private-sector organisations or other regions of Tanzania to provide more generalizable insights.

7.0 Recommendation

Given the findings, it is recommended that the Mbeya City Council adopt structured, sustainable non-monetary motivational strategies to enhance employee morale and organisational performance. Recognition programmes, including public acknowledgement of achievements and transparent appraisal systems, should be institutionalised to reinforce employees' sense of value. Continuous professional development opportunities must be expanded through training, mentorship, and skill-building programmes to ensure employees remain competent and motivated. Managers should cultivate a supportive work environment by strengthening communication channels and promoting participatory decision-making to address employees' psychosocial needs. Policies should emphasise equity and fairness in the distribution of both tasks and rewards, thereby fostering trust and loyalty among staff. These measures, if consistently implemented, would improve individual performance and strengthen institutional effectiveness and service delivery in the public sector.

Top of Form

References

Aguinis, H., Joo, H. and Gottfredson, R.K., (2012). What monetary rewards can and cannot do: How to show employees the money. *Business Horizons*, 56(2), pp.241-249.

Alderfer, C. P. (1969). An empirical test of a new theory of human needs. *Organizational Behavior and Human Performance*, 4(2), 142–175. [https://doi.org/10.1016/0030-5073\(69\)90004-X](https://doi.org/10.1016/0030-5073(69)90004-X)

Albrecht, S. L., & Marty, A. (2020). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The International Journal of Human Resource Management*, 31(5), 657–681. <https://doi.org/10.1080/09585192.2017.1362660>.

Aloyce, M. (2018). *The Influence of Motivation on Employees' Performance: A Study of Some Selected Firms in Anambra State*: Nigeria. Vol. 2, No. 3: pp 31

Artz, H. & Kaya, A. (2014). *The Benefits of Tangible Non-Monetary Incentives*: Four Psychological Processes Tip the Scales in Favor of Tangible Non Cash Incentives: 1-13

Buberwa A. (2015). *The Effect of Financial and Non-financial Incentives on Job Satisfaction: An Examination of Food Chain premises in Turkey*. International Business Research, Vol. 5, No. 10

Cohen, L. Manion, L. & Morrison, K. (2011). *Research methods in education*. London, UK: Routledge.

Conso A., (2018). Impact of financial and non-financial rewards on employee motivation. *Middle-East journal of scientific research*, 21(10), pp.1776-86.

Cooke, F. L., Cooper, B., Bartram, T., Wang, J., & Mei, H. (2019). Mapping the relationships between high-performance work systems, employee resilience and engagement: A study of the banking industry in China. *The International Journal of Human Resource Management*, 30(8), 1239–1260. <https://doi.org/10.1080/09585192.2016.1209221>

Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer. <https://doi.org/10.1007/978-1-4899-2271-7>

Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01

Gwassa, F. N. (2022). The impact of non-monetary motivational factors on employee performance: A case of Makole Hospital, Dodoma. [Master's dissertation, University of Dodoma]. UDOM Repository.

Johnson, B. & Christensen. L. (2012). *Educational Research: Quantitative, Qualitative, and Mixed Approaches (4th Ed)*. Washington DC: SAGE Publication, Inc.

Joles M., (2017). The impact of the motivation on the employee's performance in beverage industry of Pakistan. *International journal of academic research in accounting, finance and management sciences*, 4(1), pp.293-298

Kalangulla, G., (2015). The Impact of Reward System on Employee Performance: A Case Study of Bank of Tanzania (Doctoral dissertation, The Open University of Tanzania).

Kamwenji, R. W., Ngugi, P. P. K., & Kamaara, D. M. (2022). *Influence of non-financial rewards on employee performance in the state corporations in Kenya*. *Human Resource and Leadership*, 2(2), 1-10. <https://doi.org/10.70619/vol2iss2pp1-10>

Kennedy A. (2016). Studying organizational culture. *Administrative Science Quarterly*, 24, 570-581.

Kulwa, H., & Mwila, L. (2022). Non-monetary motivation and job performance among secondary school teachers in Kinondoni Municipality, Tanzania. *East African Journal of Education and Social Sciences*, 3(2), 79–91. <https://doi.org/10.46606/eajess2022v03i02.0183>

Ling, Qing and Shen (2014). *Employee Reward Management and Practice*. Broadway Wimbledon, London: CIPD publishers.

Locke, E. A., & Latham, G. P. (2004). What should we do about motivation theory? Six recommendations for the twenty-first century. *Academy of Management Review*, 29(3), 388–403. <https://doi.org/10.5465/amr.2004.13670974>

Malone, T. W., & Lepper, M. R. (1987). *Making Learning Fun: A Taxonomy of Intrinsic Motivations for Learning*. Hillsdale, Nj: Erlbaum.

Mayugwa, T. D. (2023). *The contribution of training and development to employee performance in public sectors: A case of the land sector in Morogoro Municipality*. The Open University of Tanzania. <https://repository.out.ac.tz/4166>

Mashenene, R. G., & Tieng'o, P. F. (2023). The effect of non-monetary incentives on employee performance in Tabora Municipal Council, Tanzania. *International Journal of Human Resource Studies*, 13(1), 66–84. <https://doi.org/10.5296/ijhrs.v13i1.20561>.

Minja, L. (2025). Role of training and development initiatives on the performance of the National Housing Corporation in Tanzania. *The Accountancy and Business Review*, 17(1), 76–93. Institute of Accountancy Arusha. <https://doi.org/10.59645/abr.v17i1.547>

Minja, L. (2024). The role of recruitment and selection on organisational performance: A case of National Housing Corporation in Tanzania. *The Accountancy and Business Review*, 16(5), 43–60. Institute of Accountancy Arusha. DOI: <https://doi.org/10.59645/abr.v16i5.386>

Mpembeni, R.N., Bhatnagar, A., LeFevre, A., Chitama, D., Urassa, D.P., Kilewo, C., Mdee, R.M., Semu, H., Winch, P.J., Killewo, J. and Baqui, A.H., (2015). Motivation and satisfaction among community health workers in Morogoro Region, Tanzania: nuanced needs and varied ambitions. *Human resources for health*, 13(1), p.44.

Munap, R., Idrus, F., & Noor, Z. M. (2025). The effect of monetary and non-monetary rewards on job performance: Evidence from automotive dealership employees in East Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 15(2), 234–249. <https://doi.org/10.6007/IJARBSS/v15-i2/19875>

Mwinuka, T., Matimbwa, H., & Kamala, M. (2025). *Enhancing organizational performance through human resource incentives: Insights from TANESCO Dodoma, Tanzania*. *MUST Journal of Research and Development*, 6(1). <https://mjrtd.must.ac.tz/index.php/mjrtd/article/view/202>

Nyange, P., & Swai, L. (2024). *Effect of non-monetary incentives on enhancing employees' performance in Tanzania Forest Services*. *International Journal of Business Management and Economic Review*, 7(5). <https://doi.org/10.35409/IJBMER.2024.3615>

Okereke, L. O., & Asha, B. (2022). *Effect of non-monetary rewards on employees' performance in Mount Meru Referral Hospital in Arusha, Tanzania*. *East African Journal of Management and Business Studies*, 2(4), 1-8. <https://eajmbs.ac.tz/wp-content/uploads/2022/10/EAJMBS-2-4-0012.pdf>

Rose U.R., (2018). Impact of motivation on employees' performance: A case study of CreditWest Bank Cyprus. *Journal of Economics and International Finance*, 5(5), p.199.

Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Press.

Sarkar, P. (2016). *What is ERG Theory? What are the advantages and disadvantages of ERG theory?* Retrieved from <https://www.tuturself.com/posts/view?menuId=126&postId=783>

Saunder, M. Lewis, P, and Thornbill, A, (2009). *Research Methods for Business Students*. Washington DC. https://www.researchgate.net/publication/308915548_Research_Design/citation/download

Schumaker, K. (2001). *Employee Reward Management and Practice*. Broadway Wimbledon, London: CIPD publishers

Shujaat, and Alam, (2013). *Effects of Organisational Communication on Employee Performance: A Case of Agricultural Development Bank, Tamale*. *Public Policy and Administration Research*, 4(6), 67-80.

Solvito G.J., (2018). *A study of job motivation, satisfaction, and performance among bank employees*. *Journal of Global Business Issues*, 5(1), p.29.

Sorauren, A. (2018). *Goal-setting in practice: The effects of personality and perceptions of the goal-setting process on job satisfaction and goal commitment*. *Personnel Review* , Vol. 40, Issue 3, pg. 306-323.

Tanner, V. (2018). *Value of training on motivation among health workers in Narok County, Kenya*. *Pan African Medical Journal*, 23(1), 261

Tetteh, M. E., & Amponsah-Tawiah, K. (2022). Non-monetary motivation and employee performance in emerging economies: A conceptual review. *Employee Relations*, 44(2), 401-416. <https://doi.org/10.1108/ER-09-2020-0405>

Tugoo, B.M, (2016). *Effect of Training on Employees' Performance: A Case of Institutions of Higher Learning in Arusha City, Tanzania*. *International Journal of Science and Research (IJSR)*. Vol. 6 (391).

Tyapi, A. (2016). *Analysis of Teachers Motivation on the Overall Performance of Public Basic School in the Wa Municipality*. *Research Journal of Finance and Accounting*. Vol.4 (13).pp.179-194.

The Citizen. (2024, April 11). CAG exposes rot in Mbeya City Council. *The Citizen Tanzania*. <https://www.thecitizen.co.tz/tanzania/news/national/cag-exposes-rot-in-mbeya-city-council-2636502>

The Citizen. (2024, May 5). Negligence in local governments costs Tanzania billions. *The Citizen Tanzania*. <https://www.thecitizen.co.tz/tanzania/news/national/negligence-in-local-governments-costs-tanzania-billions-5009398>

Yamoah, E. E. (2021). Employee retention and motivation strategies in the hospitality industry: Lessons from Sub-Saharan Africa. *Journal of Human Resource and Sustainability Studies*, 9(3), 345-358. <https://doi.org/10.4236/jhrss.2021.93024>

Zulu, C., & Simasiku, M. (2024). The influence of non-monetary incentives on job satisfaction in the financial service industry of Zambia. *Journal of African Business*, 25(3), 412-428. <https://doi.org/10.1080/15228916.2023.2231457>.