

Impact of Non-Financial Rewards on Employees' Performance in Public Organisations: Insights from Mbeya City Council

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Abstract

This study assessed the impact of non-financial rewards on employee performance at Mbeya City Council, a public organisation. The research aimed to understand how non-financial rewards are perceived and how they affect performance. This study employed a case study design with a mixed-methods approach. Data were collected from 80 respondents, comprising government employees and human resource officers, using questionnaires, interviews, and document reviews. Quantitative data were analysed in SPSS to generate descriptive statistics (frequencies and percentages), while qualitative data were analysed using content analysis. Findings show that non-financial rewards significantly boost employee morale, job satisfaction, and loyalty, thereby improving performance. Recognition, especially awards and certificates, was the most valued, increasing productivity and reducing turnover. However, inconsistent application of these rewards can demotivate staff, while enhanced job security positively impacts focus and reduces stress. The study concludes that a consistent, well-structured non-financial rewards system is crucial for public service. Recommendations include regular, personalised recognition programmes, professional development opportunities, and transparent communication on job security. Future research should explore the link between non-financial rewards and long-term employee retention in the public sector.

Keywords: Public Organisations, Non-Financial Rewards, Employees, Employees' Performance

1.0 Introduction

Employee performance remains a critical determinant of organisational effectiveness, particularly in public sector institutions where service delivery largely depends on employees' commitment and motivation (Zhao et al., 2020). While financial incentives have traditionally been used to improve employee performance, organisations increasingly recognise that non-financial rewards such as recognition, career advancement opportunities, increased responsibility, autonomy, and praise also play an important role in

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motivating employees and enhancing productivity (Nimo, 2021). These rewards strengthen employees' psychological attachment to their organisations, increase job satisfaction, and encourage sustained high performance. Bartol and Locke (2020) describe rewards as the monetary, non-monetary, and psychological benefits that organisations provide to reinforce desirable employee behaviour. Similarly, Musaaazi (2022) explains that non-financial rewards influence employees through non-material means, including recognition, promotion opportunities, additional responsibilities, and appreciation.

Globally, organisations have increasingly integrated non-financial rewards into their human resource management strategies to improve employee performance. Research shows that employee recognition, career development opportunities, and empowerment contribute significantly to higher motivation, organisational commitment, and job satisfaction. Armstrong (2019) argues that non-financial rewards often produce more sustainable improvements in employee performance than financial incentives because they satisfy employees' intrinsic needs. Likewise, Coetzee and Bester (2021) reported that organisational support for career development and positive workplace relationships contribute to stronger organisational commitment and employee satisfaction. Similarly, Prasetyo et al. (2023) found that encouragement, growth opportunities, and rewards enhance employee performance and motivation. In addition, evidence from Gallup and Workhuman (2023) indicates that authentic employee recognition promotes engagement, belonging, and retention, suggesting that non-monetary appreciation can be highly effective in fostering long-term commitment and organisational success.

The importance of non-financial rewards has received increasing attention, particularly in developing countries where financial constraints often limit organisations' ability to offer highly competitive salaries. Recent studies indicate that non-financial incentives such as recognition, career development opportunities, supportive work environments, and employee empowerment significantly enhance motivation, job satisfaction, and performance. For example, Manzoor et al. (2021) found that intrinsic rewards positively influence employee performance by increasing motivation. Similarly, Maharvi and Ahmad (2022) reported that non-financial rewards, including recognition and opportunities for professional growth, contribute significantly to employee performance.

Evidence from Tanzania also supports the importance of non-financial incentives. Kulwa and Mwila (2022) observed that non-monetary incentives improved teachers' job performance in Kinondoni Municipality, while Okereke and Asha (2022) found that non-monetary rewards enhanced employee performance at Mount Meru Referral Hospital in Arusha. Despite these benefits, budget limitations and difficulties in implementing structured reward systems continue to hinder the effective use of non-financial rewards in many organisations. Furthermore, although organisations increasingly recognise the importance of employee recognition and supportive work environments, persistent performance challenges suggest that existing reward practices may not adequately address employees' motivational needs.

Within Tanzania's local government authorities, improving employee performance has become increasingly important amid ongoing public sector reforms aimed at strengthening accountability, efficiency, and service delivery (Kulwa & Mwila, 2022). As one of Tanzania's

rapidly growing urban councils, Mbeya City Council is responsible for delivering a wide range of public services, including education, health, infrastructure, sanitation, and local economic development. The increasing demand for quality public services places greater pressure on employees to perform effectively despite financial and resource limitations. Under such circumstances, non-financial rewards may provide an important alternative for motivating employees and improving organisational performance. However, little empirical evidence exists regarding how these rewards influence employee performance within local government authorities, particularly at Mbeya City Council.

Although previous studies, including Recho (2020) and Andrew (2018), have established positive relationships among rewards, employee commitment, and performance, most have focused on other organisations or examined rewards in general, without specifically investigating non-financial rewards in local government settings. Consequently, there remains a limited understanding of which forms of non-financial rewards are most effective in improving employee performance at Mbeya City Council. This knowledge gap justifies the present study, which seeks to examine the influence of non-financial rewards on employee performance at Mbeya City Council and provide evidence that may inform human resource management practices and policy implementation in local government authorities.

2.0 Literature Review

2.1 Theoretical Underpinning

This study was guided by Maslow's Hierarchy of Needs Theory, which provides a framework for understanding the impact of non-financial rewards on employee performance in the public service sector.



Figure 2.1: Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs Theory, developed by Maslow (1943), explains that human needs are arranged in five hierarchical levels, beginning with physiological needs and progressing through safety, social, esteem, and self-actualisation needs. The theory assumes that individuals are motivated to satisfy lower-level needs before pursuing higher-level needs, and that meeting these needs influences their behaviour and performance (Bartol & Locke, 2021).

The theory suggests that organisations can enhance employee motivation and performance by addressing employees' needs through both financial and non-financial rewards, such as recognition, promotion opportunities, and increased responsibility. When employees' needs are adequately met, they are more likely to remain committed to the organisation and perform effectively. Despite its wide application, the theory has been criticised for assuming that individuals satisfy needs in a fixed sequence, whereas in practice, employees may pursue multiple needs simultaneously or in a different order (Donkor, 2022). Nevertheless, the theory provides a useful framework for understanding how non-financial rewards can motivate employees and improve their performance.

Maslow's Hierarchy of Needs Theory provides a useful framework for explaining how non-financial rewards influence employee performance. The theory argues that once employees' basic physiological and safety needs are satisfied, they become motivated by higher-order needs, particularly esteem and self-actualisation. These needs include recognition, respect, achievement, and opportunities for personal and professional growth. Consequently, organisations that address these higher-level needs are more likely to enhance employees' motivation, commitment, and job satisfaction.

In the context of this study, non-financial rewards such as recognition, career development opportunities, job enrichment, and increased responsibility help satisfy employees' needs for esteem and self-actualisation. These rewards make employees feel valued, encourage personal growth, and strengthen their commitment to organisational goals. Although financial incentives in public sector organisations may be limited, providing meaningful non-financial rewards can improve employee motivation and engagement, ultimately enhancing performance. Therefore, Maslow's Hierarchy of Needs Theory offers an appropriate theoretical foundation for examining the relationship between non-financial rewards and employee performance at Mbeya City Council.

2.2 Empirical Literature Review

2.2.1 Recognition and Employee Performance

Studies conducted in developed countries consistently demonstrate that employee recognition is an important determinant of performance. In Australia, Smith and Brown (2018) found that recognition and career advancement significantly enhanced employee motivation and productivity in both public and private organisations. Similarly, James (2020) reported that recognition and employee involvement in decision-making improved job satisfaction and organisational commitment among public sector employees in the United Kingdom.

Employee recognition has remained an important driver of employee motivation and performance. Recent evidence indicates that recognition and appreciation contribute to higher levels of work engagement and improved job performance by reinforcing employees' sense of value and achievement. For example, Wu et al. (2021) found that managerial recognition positively influenced employees' job performance through increased work engagement.

Similar findings have been reported in developing countries. Nimo (2021), in a study of employees at the Volta River Authority in Ghana, found that incentives, including recognition, significantly enhanced employee performance. Furthermore, Donkor (2022) observed that employees in Ghanaian public sector organisations exhibited stronger commitment and improved performance when supported by transformational leadership that emphasised personal development and recognition. These findings suggest that employees value appreciation and acknowledgement of their contributions, which ultimately translates into improved morale and productivity. Although these studies confirm the importance of recognition, they were conducted outside Tanzania, making it difficult to generalise their findings to local government authorities such as the Mbeya City Council.

2.2.2 Professional Development and Employee Performance

Professional development has also been identified as a significant non-financial reward that enhances employee performance. In developed countries, Lee and Kim (2021) found that career development opportunities and continuous learning programmes significantly improved employee performance in South Korea's public health sector. Similarly, Brown and Taylor (2018) reported that organisations in the United Kingdom that invested in employee training and career development experienced higher productivity, stronger organisational commitment, and lower employee turnover. These studies suggest that employees are more motivated when organisations invest in developing their knowledge and skills.

Comparable findings have been reported in both developed and developing countries. Recent evidence from China indicates that training and continuous learning opportunities enhance employees' knowledge, creativity, and work performance. For example, Wu et al. (2021) found that training programmes positively influenced employees' capabilities and performance by strengthening intrinsic motivation and work-related competencies. Similarly, Jiang et al. (2022) reported that learning opportunities and technology-enabled skill development improved employee learning performance and well-being. In the African context, Gacheri and Kiiru (2022) found that capacity-building initiatives and supportive work arrangements enhanced employee performance among Kenyan workers. These findings suggest that investment in professional development strengthens employee competence and motivation, thereby contributing to improved organisational performance. Despite this evidence, few studies have examined the influence of professional development as a non-financial reward within Tanzania's local government authorities, creating a gap that the present study seeks to address.

2.2.3 Job Security and Employee Performance

Research from developed countries indicates that job security contributes positively to employee motivation and organisational performance. In Japan, Kato and Morishima (2018) found that employees who perceived their jobs as secure demonstrated higher organisational commitment and greater productivity than those experiencing employment uncertainty. Similarly, De Angelis et al. (2021) reported that job insecurity contributes to work–family conflict and burnout, thereby reducing job performance.

Studies from developing countries report similar findings. Gupta and Kumar (2021) found that job security and work-life balance initiatives significantly reduced turnover intentions and improved employee performance in India's information technology sector. Empirical evidence from Ghana indicates that job security positively influences employees' organisational commitment, with career satisfaction further strengthening this relationship (Domfeh & Hunsaker, 2020). However, empirical evidence on the influence of job security within Tanzanian local government authorities remains limited, particularly in urban councils such as Mbeya City Council.

Overall, the reviewed studies demonstrate that recognition, professional development, and job security positively influence employee performance across different contexts. Nevertheless, most empirical studies have been conducted in developed countries or other developing nations, with limited attention given to Tanzanian local government authorities. Furthermore, few studies have examined these three non-financial rewards simultaneously within the same organisational setting. This gap justifies the present study, which investigates the influence of recognition, professional development, and job security on employee performance at Mbeya City Council.

2.3 Conceptual Framework

This study is guided by a conceptual framework that illustrates the relationship between non-financial rewards and employee performance. Based on Maslow's Hierarchy of Needs Theory and the reviewed empirical literature, the study assumes that non-financial rewards motivate employees by satisfying their higher-level psychological needs. Specifically, recognition, training, and job security are considered independent variables that influence employee performance, the dependent variable. When employees receive adequate recognition, opportunities for training and career development, and assurance of job security, they are more likely to become motivated, committed, and productive, thereby improving their overall performance.

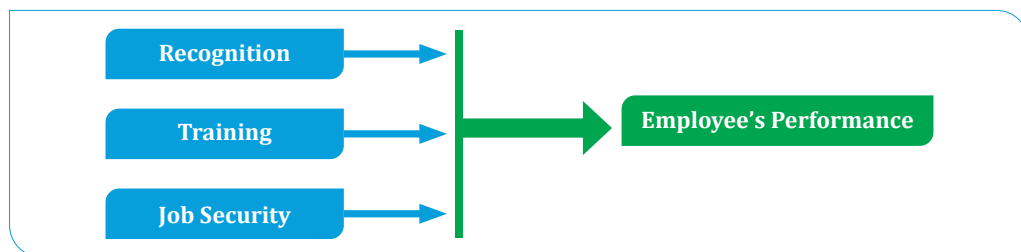


Figure 2.2: Conceptual framework

The conceptual framework illustrates that employee performance is influenced by three key non-financial reward practices: recognition, training, and job security. These variables are expected to positively influence employee performance by enhancing motivation, commitment, and job satisfaction. Consequently, the study examines the extent to which each of these non-financial rewards contributes to improving employee performance at Mbeya City Council.

3.0 Research Methodology

This study adopted a case study research design to examine the influence of non-financial rewards on employee performance at Mbeya City Council. A case study design was considered appropriate because it allows an in-depth investigation of a specific organisation using multiple sources of evidence. Mbeya City Council was purposively selected because, as one of the rapidly growing urban local government authorities in Tanzania, it has a diverse workforce and plays a critical role in public service delivery. The increasing demand for efficient service delivery makes it an appropriate setting for examining how non-financial rewards influence employee performance.

The target population comprised employees of Mbeya City Council. A sample of 80 respondents was selected: 80 employees via simple random sampling and 80 key informants via purposive sampling. Primary data were collected through questionnaires administered to employees and interviews conducted with key informants, including the Human Resource Officer and departmental heads. Secondary data were obtained from organisational reports, staff records, and other relevant documents to complement the primary data.

The validity of the research instruments was ensured through expert review to assess content validity, and reliability was established using the test-retest technique to assess questionnaire consistency. Quantitative data were analysed using descriptive statistics, including frequencies and percentages, and presented in tables and figures. Qualitative interview data were analysed using content analysis, with responses organised into themes aligned with the study objectives. Findings from both quantitative and qualitative data were integrated in the interpretation to provide a comprehensive understanding of the influence of non-financial rewards on employee performance.

4.0 Findings and Discussion

4.1 Demographic Characteristics

The demographic characteristics of the respondents were examined to assess the study participants' composition by gender, age, education level, and work experience. Respondents were therefore asked to provide information on these characteristics, and the results are presented in Table 4.1.

Table 4.1: Demographic Characteristics

Demographic Characteristics	Frequency	Percent
Sex of Respondents		
Male	47	58.8
Female	33	41.3
Age of Respondents		
18-30 years	12	15.0
31-40 years	27	33.8
41-50 years	32	40.0
51 and above years	9	11.3
Education Level		
Certificate/Ordinary Diploma	6	7.5
Degree	47	58.8
Master's degree	15	18.8
Working Experience		
0-10 years	19	23.8
11-20 years	33	41.3
21-30 years	21	26.3
31 years and above	7	8.8

Source: Field Data (2024)

Table 4.1 shows that the respondents comprised employees with diverse demographic characteristics. Of the 80 respondents, 58.8% were male, and 41.3% were female, indicating that both genders were adequately represented, although males constituted a larger proportion of the sample. Regarding age, the majority of respondents (40%) were aged 41-50, followed by those aged 31-40 (33.8%). This suggests that the workforce is largely composed of middle-aged employees who are likely to possess substantial organisational experience.

The findings further indicate that most respondents were well educated, with 58.8% holding bachelor's degrees and 18.8% possessing master's degrees. This educational profile suggests that respondents were able to provide informed opinions on non-financial rewards and employee performance. Regarding work experience, 41.3% of respondents had worked for 11-20 years, and 26.3% for 21-30 years. The relatively high level of work experience suggests that respondents had sufficient exposure to the reward practices at Mbeya City Council and were therefore well-positioned to provide reliable information on the influence of non-financial rewards on employee performance.

4.2 Impact of Recognition on Employee Performance

Respondents were asked to indicate their level of agreement with statements assessing the impact of recognition on employee performance, specifically its influence on productivity, employee morale, job satisfaction, and organisational loyalty. The responses are summarised in Table 4.2.

Table 4.2: Impact of Recognition on Employee Performance

S/N	Impact	Disagree		Neutral		Agree		Strongly Agree	
		N	%	N	%	N	%	N	%
	Increases Productivity	3	3.8	13	16.3	44	55.0	20	25.0
	Boosts Morale	4	5.0	12	15.0	41	51.3	23	28.8
	Enhances Job Satisfaction	2	2.5	16	20.0	33	41.3	29	36.3
	Creates Loyalty	2	6.3	5	8.8	51	63.8	15	18.8
	No Significant Impact	25	31.3	12	15.0	2	2.5	1	1.3

Source: Field Data (2024)

The findings presented in Table 4.2 indicate that recognition plays a significant role in enhancing employee performance. Most respondents (80%) agreed or strongly agreed that recognition improves their productivity, with 55% agreeing and 25% strongly agreeing. Only 3.8% disagreed with the statement. These findings suggest that employees perceive recognition as an important motivational factor that encourages them to perform their duties more effectively.

Similarly, approximately 80% of the respondents agreed that recognition improves employee morale, indicating that acknowledging employees' contributions enhances their enthusiasm, commitment, and engagement in the workplace. In addition, over 77% agreed or strongly agreed that recognition increases job satisfaction, while 82.6% indicated that recognition strengthens their loyalty to the organisation. These findings imply that employees who feel appreciated are more satisfied with their jobs and are more likely to remain committed to the organisation, thereby reducing employee turnover.

Despite these positive perceptions, the findings reveal that recognition is not consistently practised at the Mbeya City Council. Only 2.5% of respondents reported receiving recognition very often, whereas the majority (55%) reported receiving recognition only occasionally. This suggests that although recognition is widely acknowledged as an effective motivational tool, its implementation remains irregular. Strengthening and institutionalising recognition practices could therefore enhance employee motivation, satisfaction, and overall performance.

4.3 The influence of Non-financial Rewards on Employees' Motivation

Most participants indicated that flexible work schedules, professional development opportunities, and recognition programmes are the most commonly offered non-financial rewards in their organisations. The respondents provided clear answers as it is;

One participant highlighted that;

In our organisation, the most common non-financial rewards include flexible work schedules, regular training workshops, and team recognition ceremonies. We consistently provide professional development opportunities through both in-house and external courses. Additionally, our staff can participate in mentoring programmes and skill enhancement seminars that promote career growth. (Participant 1, February, 2025).

Another participant stated;

Our organisation frequently offers flexible work arrangements, skills development opportunities, and public recognition events. We prioritise professional growth by providing a variety of training programmes and workshops. Regular team-building retreats and social events are integral to our rewards strategy. Additionally, we have informal initiatives such as "thank-you" notes and peer-to-peer acknowledgements. (Participant 3, February, 2025).

Other participants shared comparable responses that it's;

In our company, non-financial rewards take various forms, including flexible working arrangements, on-the-job training, and recognition awards. We regularly provide opportunities for career development through workshops and seminars (Participant 11, February, 2025).

The responses indicate that non-financial rewards are widely utilised across various organisations. They emphasise work-life balance, professional growth, and recognition, which are vital components of employee motivation. However, organisations could further explore tailored reward systems to address the diverse needs of their employees.

4.3 The Non-financial Rewards Influence Employee Motivation

Several participants asserted that non-financial rewards profoundly impact employee motivation. One respondent noted that;

From my experience, these rewards have a profound impact on employee motivation. They serve as a visible acknowledgement of employees' hard work and dedication. When individuals feel appreciated, they are more likely to invest extra effort in their daily tasks. This form of recognition builds trust and fosters a stronger commitment to the organisation" (Participant 8, February, 2025).

Moreover, participants stated that;

I have seen firsthand that non-financial rewards can significantly boost employee motivation. They serve as a positive reinforcement mechanism that validates employees' efforts and contributions. When recognition is given, it inspires individuals to maintain or even improve their performance. (Participant 4, February, 2025).

Also, the participant stated that;

In my personal experience, non-financial rewards significantly enhance my motivation. They provide a sense of acknowledgement that goes beyond mere monetary compensation (Participant 7, February, 2025).

Additionally, the participant stated that;

I have found that non-financial rewards significantly enhance my overall motivation at work. They make me feel genuinely recognised and valued beyond the confines of a paycheck. This type of recognition boosts my morale and encourages me to further develop my skills. Consistent recognition of effort fosters a positive work environment that fuels my drive to perform better. (Participant 9, February, 2025).

The responses highlight the strong psychological impact of non-financial rewards. Employees feel valued, fostering a positive work culture and improving productivity. Organisations should ensure that recognition programmes are consistent and inclusive to maintain high motivation levels.

4.4 The Non-financial Rewards are Valued Equally Across all Levels of Employees

Participants largely agreed that the value of non-financial rewards differs across employee levels. One respondent observed that;

I believe that non-financial rewards are appreciated differently among various employee groups. Employees at different career stages have distinct needs. Newer staff might appreciate immediate recognition and flexible hours, whereas senior employees often seek career advancement opportunities. (Participant 6, February, 2025)

Another participant added that;

In my experience, the value of non-financial rewards varies across different employee levels. Senior employees often seek strategic development opportunities and leadership training, whereas frontline staff may appreciate flexible scheduling and immediate recognition more. Individual preferences and personal aspirations also contribute to this disparity. (Participant 5, February, 2025)

Furthermore, some participants pointed out that;

In my opinion, non-financial rewards are valued differently among employees. For instance, while some value career development and formal training, others may prefer flexible work hours or informal recognition. This difference is largely due to the varying career stages and personal priorities within our team. (Participant 9, February, 2025)

Others noted that;

I believe that non-financial rewards are valued differently among various groups within the organisation. Senior employees might favour opportunities for career advancement and formal training, while junior staff may value immediate recognition and flexible scheduling more. Personal goals and individual circumstances also play a significant role in these perceptions. (Participant 1, February, 2025)

Another participant added that;

In my view, employees' appreciation of non-financial rewards varies widely. Some colleagues highly value opportunities for skill development and formal training, while others are more motivated by flexible work arrangements or immediate recognition.
(Participant 10, February, 2025)

The responses suggest that organisations should adopt a flexible and dynamic approach when designing non-financial reward systems. Tailoring rewards to employees' career stages and personal needs can ensure maximum motivation effectiveness.

4.5 Impact of Job Security on Employee Performance

Respondents were asked to indicate their level of agreement with statements assessing the influence of job security on employee performance. Specifically, they were asked whether job security helps employees focus on their tasks, reduces work-related stress, enhances job satisfaction, and whether job insecurity negatively affects commitment, productivity, and absenteeism. In addition, respondents were asked to indicate their perceptions of their own job security. The responses are presented in Table 4.3.

Table 4.3: Impact of Job Security on Employee Performance

S/N	Impact	Disagree		Neutral		Agree		Strongly Agree	
		N	%	N	%	N	%	N	%
1	Increases Focus on Tasks	7	8.8	11	13.8	42	52.5	20	25.0
2	Reduces Work-related Stress	7	8.8	11	13.8	33	41.3	26	32.3
3	Enhances Job Satisfaction	2	2.5	6	7.5	29	36.3	43	53.8
4	Job Security Perception	15	15.0	12	12.0	37	37.0	18	18.0

Source: Field Data (2024)

The findings in Table 4.3 indicate that job security positively influences employee performance. A majority of respondents (77.5%) agreed or strongly agreed that job security enables employees to focus more effectively on their work, while 74% agreed that it reduces work-related stress. These findings suggest that employees who feel secure in their jobs are more likely to focus on their responsibilities and perform their duties efficiently because they are less concerned about the risk of losing their jobs.

The results further reveal that job security contributes significantly to employee job satisfaction, with 90% of respondents agreeing or strongly agreeing that stable employment increases their satisfaction and commitment to their work. This implies that employees who perceive their jobs as secure are more likely to remain motivated and committed to achieving organisational goals, thereby improving overall organisational performance.

Despite these positive perceptions, the findings also show that job insecurity remains a concern among some employees. A large proportion of respondents (88.8%) agreed that job insecurity negatively affects employee performance, while 33% reported feeling insecure about the stability of their own jobs. Respondents further indicated that job

insecurity reduces employee commitment (31.3%), lowers productivity (36.3%), and contributes to absenteeism (28.8%). These findings suggest that maintaining job security and communicating employment stability are important strategies for enhancing employee commitment, improving productivity, and minimising absenteeism within Mbeya City Council.

4.6 Discussion of Findings

The findings of this study highlight the significant role of recognition as a non-financial reward in enhancing employee performance at Mbeya City Council. A large majority of respondents believed that recognition positively impacts productivity, with many also indicating that it strengthens their commitment to the organisation. The study found that awards and certificates were the most valued forms of recognition, as employees greatly appreciated tangible acknowledgements. However, the frequency of recognition appeared inconsistent: many employees reported receiving it only occasionally, while a smaller group reported receiving it rarely. These results suggest that organisations need to implement more structured and frequent recognition programmes to maximise their impact on performance. The findings are consistent with previous studies by Smith and Brown (2018) and Nimo (2021), which also stress the connection between recognition and improved employee motivation and productivity. Drawing from Maslow's Hierarchy of Needs Theory.

This study found that non-financial rewards, including recognition programmes, professional development opportunities, flexible work schedules, and team-building activities, significantly contribute to employee satisfaction and commitment. Participants highlighted that being acknowledged for their contributions and having growth opportunities boosted their morale and performance. The study also aligns with Maslow's Hierarchy of Needs Theory, which underscores the importance of fulfilling employees' esteem and self-actualisation needs to enhance motivation. Non-financial rewards, such as skill development and career progression, foster loyalty and a stronger emotional connection to the organisation, driving greater dedication and enthusiasm. These results are consistent with previous research by Nimo (2021) and Donkor (2021), which emphasises the importance of recognition and career growth opportunities in motivating employees.

The analysis indicates that employees who feel secure in their jobs tend to be more focused, less stressed, and more satisfied, ultimately leading to better performance. Conversely, job insecurity undermines employees by reducing commitment and productivity while increasing absenteeism. These results align with Maslow's Hierarchy of Needs Theory, which suggests that once basic and security needs are met, employees seek to fulfil higher-level needs such as esteem and self-actualisation, which are addressed through recognition and career growth. The study's findings are consistent with previous research, including that by Nimo (2021) and Donkor (2021), which emphasise the role of non-financial rewards in enhancing employee motivation and performance. These findings confirm that non-financial rewards are vital in both developed and developing nations, highlighting the importance of integrating such incentives into public service organisations to improve job satisfaction, employee engagement, and overall productivity.

5.0 Conclusion

The findings of this study emphasise that non-financial rewards, particularly recognition, opportunities for career advancement, and job security, play a crucial role in enhancing employee motivation and performance in public service organisations. When structured and implemented consistently, recognition significantly boosts employee engagement, workplace commitment, and productivity. Similarly, opportunities for career advancement, such as training programmes, mentorship, and leadership development, are essential for sustaining employee motivation and high performance. Job security is also vital in ensuring that employees feel confident and focused on their responsibilities without the fear of job loss, fostering greater long-term commitment to organisational objectives. Therefore, non-financial rewards should be considered integral components of an effective human resource management strategy rather than supplementary incentives.

6.0 Recommendations

Based on the findings, public service organisations should prioritise a strategic and consistent approach to non-financial rewards to optimise employee performance and retention. Public organisations should also institutionalise recognition programmes. This could be done by implementing formal, regular and personalised recognition programmes that acknowledge employee contributions. This includes awards, certificates, and public praise to foster a culture where employees feel genuinely valued. Further, they should invest in career development and create robust pathways for career advancement.

Enhance Job Security Transparency: Establish clear, transparent policies on employment stability, such as offering long-term contracts and communicating growth opportunities. This builds trust and allows employees to focus fully on their roles. **Integrate Non-Financial Rewards into HR Strategy:** Elevate non-financial rewards from supplementary perks to integral components of human resource management. This ensures they are consistently applied across all departments and levels.

Public service organisations must develop and implement structured recognition programmes that are consistent and frequent, ensuring that employees feel valued and motivated. To enhance employee skills and engagement, policies should prioritise career development initiatives, such as training, mentorship, and leadership development. Furthermore, organisations must address job security concerns by establishing clear, transparent policies regarding employment stability, such as offering long-term contracts and providing opportunities for professional growth. By integrating non-financial rewards into human resource management strategies, public service organisations can foster a positive work environment, improve employee performance, reduce turnover, and enhance overall organisational effectiveness. These policies will not only help retain skilled personnel but also contribute to sustained productivity and service delivery in the public sector.

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