

The role of non-financial rewards on employees' job satisfaction: A case of Suhara Logistics Tanzania Limited

Hurbert P. Assey

hurbert.assey99@gmail.com

Mzumbe University, Tanzania

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ABSTRACT

Employee motivation and job satisfaction are widely acknowledged as fundamental factors influencing organizational performance, productivity, competitiveness, and long-term sustainability. While many organizations have traditionally relied on financial incentives such as salaries, allowances, and bonuses to motivate employees, evidence from contemporary human resource management literature suggests that monetary rewards alone are often insufficient to sustain long-term employee satisfaction and commitment. As a result, increasing attention has been directed towards the contribution of non-financial rewards in promoting employee well-being and job satisfaction. This study examined the role of non-financial rewards in influencing employees' job satisfaction at Suhara Logistics Tanzania Limited. Specifically, the study assessed the influence of recognition practices, career development opportunities, work environment conditions, and work-life balance initiatives on employees' job satisfaction. The study was guided by Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs Theory, and Adams' Equity Theory, which collectively provide a theoretical basis for understanding the relationship between non-financial rewards and employee satisfaction. A descriptive research design was employed using both quantitative and qualitative approaches. The study involved a sample of 114 respondents drawn from a target population of 260 employees. Respondents were selected through stratified and purposive sampling techniques, and the sample size was determined using Yamane's (1967) formula. Data were collected through questionnaires, interviews, and documentary review. Quantitative data were analyzed using descriptive and inferential statistical techniques with the aid of SPSS Version 22 and Microsoft Excel, while qualitative data were analyzed thematically and presented in narrative and quotation forms. The findings revealed that non-financial rewards have a positive and significant influence on employees' job satisfaction. Recognition practices were found to enhance employee motivation and strengthen employees' sense of value and appreciation within the organization, although concerns regarding fairness and consistency limited their effectiveness. Career development opportunities contributed positively to employee commitment and satisfaction; however, respondents reported challenges related to limited transparency and unequal access to such opportunities. Furthermore, a supportive work environment enhanced job satisfaction by encouraging teamwork, collaboration, and safe working conditions, although shortcomings in managerial support and stress management were identified. Work-life balance initiatives emerged as particularly important in promoting job satisfaction through flexible work arrangements and equitable leave provisions. The study concludes that effective non-financial reward systems play a crucial role in enhancing employees' job satisfaction and, consequently, improving organizational performance. The study recommends that organizations strengthen transparent and equitable recognition systems, expand access to career development opportunities, improve workplace conditions and supervisory support, and promote work-life balance practices to maximize employee satisfaction, commitment, and productivity.

Keywords: Career Development, Employee Motivation, Job Satisfaction, Non-Financial Rewards, Suhara Logistics Tanzania Limited, Tanzania, Work-Life Balance

I. INTRODUCTION

Human resources constitute one of the most valuable assets of any organization because organizational success largely depends on the competence, commitment and performance of its workforce. A knowledgeable, skilled and motivated workforce enhances organizational effectiveness, competitiveness and long-term sustainability (Chompukum & Vanichbuncha, 2025). Consequently, employee job satisfaction has remained one of the most widely researched topics in the field of human resource management due to its direct relationship with employee performance, organizational commitment and productivity. Okereke and Asha (2022) identified job satisfaction as a fundamental concern in organizational behavior, arguing that employees who experience satisfaction with their work are more likely to demonstrate higher levels of motivation and performance.

Employee motivation plays a significant role in improving organizational outcomes. Motivated employees tend to exhibit greater commitment to organizational goals, perform their duties more effectively and contribute to improved organizational efficiency. Ryan and Deci (2020) argued that motivation and job satisfaction are closely interrelated, with reward and recognition serving as important determinants of employee motivation. When employees perceive that

their contributions are recognized and appreciated, they are more likely to demonstrate improved job performance, which subsequently enhances their overall job satisfaction.

The growing body of research on employee job satisfaction reflects the widely accepted view that satisfied employees contribute positively to organizational performance and productivity. According to World Bank (2022) employee job satisfaction remains a critical concern for both managers and employees because it influences employee retention, organizational commitment and overall organizational effectiveness. Organizations that maintain high levels of employee satisfaction are generally better positioned to retain talented employees minimize labor turnover and sustain competitive advantage. Conversely, dissatisfied employees are more likely to exhibit absenteeism, reduced productivity and intentions to leave their organizations. Within the private sector, particularly in the logistics industry, maintaining employee job satisfaction presents unique challenges. Employees in logistics organizations frequently operate under demanding working conditions characterized by extended working hours, high operational pressure, strict delivery schedules and rapidly changing customer expectations. These conditions increase the importance of implementing effective employee motivation strategies that go beyond financial compensation. In Tanzania, organizations continue to experience increasing employee turnover, declining productivity and difficulties in attracting and retaining skilled personnel. These challenges have elevated employee job satisfaction from an operational concern to a strategic management issue requiring comprehensive human resource interventions.

Suhara Logistics Tanzania Limited operates within this highly competitive and demanding business environment. As one of the companies participating in Tanzania's logistics and supply chain industry, the organization depends heavily on the commitment, efficiency and productivity of its workforce to maintain service quality and customer satisfaction. However, increasing employee turnover and workforce management challenges have raised concerns regarding the effectiveness of the company's employee motivation practices. These challenges underscore the need to examine how different motivational approaches, particularly non-financial rewards, influence employee job satisfaction within the organization.

Designing effective employee reward systems remains one of the greatest challenges facing organizational managers. Although financial rewards such as salaries, bonuses and allowances continue to play an important role in motivating employees, organizations increasingly recognize that financial incentives alone are insufficient to sustain long-term employee satisfaction and commitment. Consequently, many organizations have adopted various forms of non-financial rewards aimed at enhancing employee motivation and improving workplace experiences. These rewards include job autonomy, employee participation in decision-making, recognition of achievements, meaningful job responsibilities and opportunities for greater job involvement (Haider et al., 2016).

Non-financial rewards comprise a broad range of incentives that do not involve direct monetary payments but are intended to recognize employee contributions and improve their overall work experience. Such rewards include employee recognition programs, career development opportunities, supportive leadership, flexible working arrangements, favorable working conditions and initiatives that promote work-life balance. Armstrong and Murlis (2007) observed that non-financial rewards contribute significantly to employee morale, commitment and productivity, thereby improving overall job satisfaction. Similarly, Rahim and Daud (2013) argued that recognition and praise represent powerful motivational tools that encourage employees to improve their performance while strengthening their commitment to organizational objectives.

Several studies have further demonstrated that financial compensation alone does not guarantee employee satisfaction. Thompson (2014) reported that organizations offering competitive salaries may still experience low employee motivation if other psychological and social needs remain unmet. Likewise, Whitaker (2009) found that although salary increases and cash bonuses may initially improve employee motivation, their positive effects are often temporary when compared with the longer-lasting influence of non-financial rewards. Non-financial incentives such as flexible working hours, subsidized meals, additional annual leave, employee welfare programs and team-building activities have been shown to strengthen employee motivation, promote positive organizational culture and enhance employee loyalty and organizational commitment.

Despite the documented benefits of non-financial rewards, many organizations continue to place greater emphasis on financial incentives while underutilizing non-financial motivational practices. This imbalance often results from limited organizational understanding of employees' intrinsic motivational needs. Soon (2013) emphasized that employers must understand employees' expectations, aspirations and workplace needs in order to design reward systems that effectively enhance employee satisfaction and organizational performance.

Existing literature demonstrates considerable scholarly interest in examining the relationship between non-financial rewards and employee job satisfaction across various sectors. Studies conducted by Haider et al. (2015), Pushpasiri and Ratnayaka (2018), Hafeez et al. (2019), Kundu and Lata (2020), and Mahmoud et al. (2021) investigated the influence of non-financial rewards in sectors such as banking, manufacturing, healthcare and education. Their findings consistently indicate that recognition, career development opportunities, supportive work environments and work-life balance positively influence employee satisfaction and organizational commitment. However, these studies

were undertaken in sectors that differ substantially from the logistics industry, where operational demands, workforce structures and working conditions present unique motivational challenges. Consequently, the applicability of these findings to logistics organizations remains uncertain, particularly within the Tanzanian context.

This study therefore seeks to address this empirical gap by examining the role of non-financial rewards in enhancing employee job satisfaction at Suhara Logistics Tanzania Limited. Specifically, the study aims to examine how recognition, career development opportunities, work environment and work-life balance influence employee job satisfaction, while also exploring managerial challenges associated with implementing non-financial reward practices. By addressing these issues, the study contributes to the existing body of knowledge on employee motivation at global, regional and national levels and provides practical evidence that may assist organizations within Tanzania's logistics sector to develop effective non-financial reward strategies capable of improving employee satisfaction, retention and organizational performance.

1.1 Research Objectives

- i. To examine the extent to which recognition practices influence employees' job satisfaction at Suhara Logistics Tanzania Limited.
- ii. To assess the effect of career development opportunities on employee job satisfaction at Suhara Logistics Tanzania Limited.
- iii. To determine how work environment conditions contribute to employees' job satisfaction at Suhara Logistics Tanzania Limited.
- iv. To evaluate the influence of work life balance initiatives on employees' job satisfaction at Suhara Logistics Tanzania Limited.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, introduced by Frederick Herzberg in 1959, explains employee job satisfaction and dissatisfaction by distinguishing between two separate categories of workplace factors: motivators and hygiene factors (Herzberg et al., 1959). According to the theory, motivators are intrinsic aspects of the job that encourage employees to perform better and experience greater job satisfaction. These include achievement, recognition, responsibility, opportunities for advancement, and personal growth. When these factors are present, employees are more likely to feel motivated, committed, and satisfied with their work.

In contrast, hygiene factors relate to the conditions surrounding the job rather than the work itself. These include organizational policies, working conditions, job security, salary, interpersonal relationships, and work-life balance. Herzberg argued that while adequate hygiene factors do not necessarily create job satisfaction, their absence or poor quality is likely to result in employee dissatisfaction. The theory therefore proposes that job satisfaction and job dissatisfaction are not opposite ends of a single continuum but are influenced by different sets of factors. Consequently, reducing dissatisfaction by improving hygiene factors alone is insufficient to enhance employee satisfaction unless organizations also strengthen intrinsic motivational factors.

The theory provides a useful framework for understanding the influence of non-financial rewards on employee job satisfaction at Suhara Logistics Tanzania Limited. Recognition programs and career development opportunities represent motivator factors that fulfill employees' intrinsic needs for achievement, appreciation, and professional growth. These factors are expected to enhance employees' commitment, motivation, and overall job satisfaction. Similarly, a supportive work environment and effective work-life balance practices correspond to hygiene factors because they help minimize dissatisfaction by promoting employees' physical wellbeing, psychological safety, and manageable workloads. When these conditions are adequately maintained, they create a favorable working environment in which motivator factors can exert a stronger positive influence on job satisfaction.

Despite its wide application in organizational and human resource management research, Herzberg's Two-Factor Theory has several limitations. One major criticism is that it assumes employees respond similarly to motivator and hygiene factors, whereas individual preferences and circumstances often differ across employees and organizational settings. This limitation is particularly relevant in developing countries such as Tanzania, where economic conditions may increase the motivational importance of factors that Herzberg originally classified as hygiene factors, including job security, stable employment, and favorable working conditions. In such contexts, these factors may not only prevent dissatisfaction but also serve as important sources of employee motivation. Furthermore, the theory gives limited attention to contextual influences such as organizational culture, leadership practices, and employees' perceptions of fairness, all of which have been shown to influence job satisfaction and work behavior. Consequently, the present study

complements Herzberg's Two-Factor Theory with Maslow's Hierarchy of Needs Theory and Equity Theory to provide a broader theoretical understanding of the relationship between non-financial rewards and employee job satisfaction.

2.1.2 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs Theory, proposed by Maslow (1943), explains human motivation as a process in which individuals seek to satisfy a hierarchy of five categories of needs: physiological, safety, social (belongingness), esteem, and self-actualization. The theory suggests that lower-level needs should be adequately fulfilled before higher-level needs become dominant sources of motivation. Once a particular level of need has been sufficiently satisfied, it becomes less influential in motivating behavior, and attention shifts towards the next level in the hierarchy.

The theory provides an appropriate theoretical foundation for the present study because it explains how different forms of non-financial rewards can address employees' diverse motivational needs within an organization. At Suhara Logistics Tanzania Limited, the provision of a safe and supportive working environment, together with work-life balance initiatives, contributes to satisfying employees' physiological and safety needs by promoting security, reducing work-related stress, and enhancing overall well-being. Positive relationships with colleagues and supervisors fulfill employees' social or belongingness needs by fostering teamwork, inclusion, and a sense of organizational attachment. Likewise, employee recognition programs satisfy esteem needs by strengthening individuals' sense of achievement, appreciation, and professional value. Furthermore, career development opportunities including training, mentoring, and promotion prospects support employees' self-actualization by enabling them to develop their competencies and realise their full potential.

A major strength of Maslow's Hierarchy of Needs Theory is its comprehensive perspective on human motivation, making it a valuable framework for understanding employee behavior across different organizational contexts. The theory recognizes that employees are motivated by more than financial incentives and highlights the importance of psychological and social factors in improving job satisfaction and organizational commitment. Despite its contributions, the theory has been subject to criticism. One of its main limitations is the assumption that human needs follow a fixed hierarchical sequence. Empirical evidence indicates that individuals often pursue several categories of needs simultaneously rather than progressing through them in a strict order. In the Tanzanian organizational context, for example, employees may continue to prioritize job security and favorable working conditions while also seeking recognition, career advancement, and opportunities for personal growth. Moreover, Maslow's theory does not clearly differentiate between factors that promote job satisfaction and those that merely prevent dissatisfaction. This limitation is addressed by Herzberg's Two-Factor Theory, which provides a more detailed explanation of the distinct roles of motivational factors and hygiene factors in influencing employee satisfaction and performance.

2.1.3 Adams' Equity Theory

Equity Theory, developed by Adams (1963), is founded on the principle that employees seek fairness in social and workplace relationships. According to the theory, individuals assess the fairness of their employment by comparing the relationship between the contributions they make to their work (inputs), such as effort, knowledge, skills, experience, and time, and the rewards (outputs) they receive, including recognition, opportunities for career advancement, favorable working conditions, and work-life balance. Employees do not make these assessments in isolation; rather, they compare their input-outcome ratio with that of colleagues performing similar roles or with accepted standards within the industry.

The theory is particularly relevant to research on non-financial rewards because employees' perceptions of fairness have a direct influence on their motivation, attitudes, and overall job satisfaction. In the context of Suhara Logistics Tanzania Limited, non-financial rewards such as employee recognition, training and career development opportunities, a supportive work environment, and work-life balance initiatives are more likely to enhance job satisfaction when employees perceive that these rewards are allocated fairly and consistently. Conversely, perceived inequity, whether employees believe they receive fewer or greater rewards than others for comparable contributions, may result in dissatisfaction, reduced organizational commitment, lower motivation, and behaviors that negatively affect organizational performance.

One of the major strengths of Equity Theory is its emphasis on perceived fairness in the distribution of organizational rewards. Unlike Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory, which primarily focus on human needs and motivational factors, Equity Theory explains how employees' perceptions of justice influence their workplace attitudes and behaviors. This perspective makes the theory particularly valuable for understanding why employees receiving similar non-financial rewards may experience different levels of job satisfaction. Nevertheless, the theory has certain limitations. Perceptions of fairness are inherently subjective and may differ considerably from one individual to another, making them difficult to measure objectively in empirical research. Despite this limitation, Equity Theory provides an important framework for examining the influence of fairness, equity, and transparency in organizational reward systems.

Taken together, Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs Theory, and Adams' Equity Theory provide a comprehensive theoretical foundation for investigating the role of non-financial rewards in influencing employee job satisfaction at Suhara Logistics Tanzania Limited. Herzberg's theory explains how specific workplace factors contribute to employee satisfaction and dissatisfaction, Maslow's theory identifies the hierarchy of human needs that motivate employees, while Equity Theory highlights the importance of fairness in the allocation of organizational rewards. The integration of these complementary theories offers a broader understanding of the factors influencing employee job satisfaction and provides a suitable theoretical basis for examining non-financial reward practices within the organizational and socio-economic context of Tanzania.

2.2 Empirical Review

2.2.1 Recognition Practices and Employees' Job Satisfaction

Empirical evidence consistently demonstrates that non-financial rewards are important determinants of employee job satisfaction across a wide range of organizational settings. Researchers have shown that non-monetary incentives, including recognition, career development opportunities, employee involvement, empowerment and a supportive work environment, contribute significantly to employees' positive work attitudes, commitment and overall job satisfaction. Haider et al. (2015) conducted a literature-based study to examine the influence of non-financial rewards on employees' attitudes towards work. Their findings revealed that recognition, employee participation in decision-making and organizational appreciation have a significant positive effect on employee morale and job satisfaction. The study concluded that non-financial rewards play a vital role in strengthening organizational commitment and fostering positive employee attitudes, making them an essential component of effective human resource management.

2.2.2 Career Development Opportunities and Employee Job Satisfaction

Mahmoud et al. (2021) explored generational differences in workplace motivation and job satisfaction. Their findings revealed that Millennial and Generation Z employees placed greater importance on career development opportunities, meaningful work, recognition and work-life balance than older generations. In contrast, Baby Boomers and Generation X employees were more strongly motivated by job security, organizational loyalty and stable working conditions. The authors concluded that organizations should adopt generation-specific human resource management practices, as employees from different generations are motivated by different workplace factors. Tailoring motivational strategies to meet these diverse needs is likely to improve employee satisfaction, commitment and retention.

2.2.3 Work Environment Conditions and Employees' Job Satisfaction

Hafeez et al. (2019) investigated the relationship between workplace environment, employee health and job performance. The findings indicated that a positive workplace environment improves employee performance both directly and indirectly by promoting better physical and psychological health. The study further established that healthy working conditions minimize workplace stress and enhance employees' productivity across different age groups. The authors concluded that organizations should invest in creating healthy, safe and supportive working environments to enhance employee well-being and organizational performance, while recognizing that workplace expectations may differ across generations.

Kundu and Lata (2020) examined the effect of workplace empowerment on employee engagement. Their study found that workplace empowerment significantly enhances employees' psychological empowerment, which subsequently increases their level of engagement at work. Although the study did not make direct comparisons between generational groups, the authors argued that younger employees, who generally value autonomy, participation and responsibility, are particularly likely to benefit from empowering work environments. The study therefore recommended that organizations should promote employee participation, autonomy and decision-making opportunities as strategies for improving workforce engagement across different generations.

2.2.4 Work-Life Balance Initiatives and Employees' Job Satisfaction

Pushpasiri and Ratnayaka (2018) investigated the relationship between non-financial rewards and employee job satisfaction in the Sri Lankan banking sector. The study established a significant positive relationship between non-financial rewards, particularly employee recognition, constructive feedback and work-life balance, and employee job satisfaction. These findings suggest that non-financial incentives remain effective in enhancing employee satisfaction regardless of organizational or industrial context, highlighting their broad applicability across different sectors. Overall, the empirical studies reviewed consistently indicate that non-financial rewards play a fundamental role in enhancing employee job satisfaction. Nevertheless, most existing studies have been conducted in sectors such as banking, manufacturing, healthcare and education, with limited empirical evidence from the logistics industry in Tanzania. This

contextual gap justifies the present study, which seeks to examine the influence of non-financial rewards on employee job satisfaction at Suhara Logistics Tanzania Limited.

III. METHODOLOGY

3.1 Research Design

This study adopted a descriptive research design to examine the role of non-financial rewards in enhancing employees' job satisfaction at Suhara Logistics Tanzania Limited. A descriptive research design was considered appropriate because it enables researchers to systematically collect, analyze and interpret data as they naturally occur without manipulating the study variables. The design is particularly useful in describing existing conditions and examining relationships among variables within a specific context. In this study, the descriptive design facilitated an assessment of how different forms of non-financial rewards, namely employee recognition, career development opportunities, work environment, and work–life balance, influence employees' job satisfaction. By focusing on the existing organizational setting, the study generated evidence on employees' perceptions and experiences regarding these non-financial reward practices. To achieve the study objectives, both quantitative and qualitative data were collected using structured questionnaires and interview guides. The integration of these methods provided a broader understanding of the phenomenon by allowing numerical analysis alongside detailed explanations from respondents. Furthermore, the use of standardized data collection instruments enhanced the reliability and validity of the findings by ensuring consistency throughout the data collection process.

3.2 Study Area

The study was conducted at Suhara Logistics Tanzania Limited, a privately owned logistics and transportation company located in Dar-es-Salaam, Tanzania. The company offers a wide range of logistics services, including cargo transportation, freight forwarding, and warehousing and customs clearance. As a service-oriented organization operating in a highly competitive environment, the company depends heavily on the commitment, motivation and performance of its employees to achieve operational efficiency and customer satisfaction. Suhara Logistics Tanzania Limited was purposively selected as the study area because the logistics industry is characterized by demanding work schedules, strict delivery timelines and high operational pressure. Under such conditions, employees' job satisfaction plays a significant role in maintaining productivity, service quality and organizational performance. Consequently, understanding the contribution of non-financial rewards within this context provides valuable insights into effective human resource management practices.

In addition, the company has a well-defined organizational structure comprising several functional departments, including transportation, marketing, human resources, information technology, procurement and accounting. This departmental structure facilitated proportional sampling and ensured that respondents from different operational areas were adequately represented in the study. Given the limited empirical evidence concerning the influence of non-financial rewards on employees' job satisfaction within Tanzania's logistics sector, this study sought to generate context-specific findings that may contribute to both academic literature and organizational practice. The findings are expected to assist managers and policy-makers in designing effective reward systems that improve employee motivation, satisfaction and organizational performance.

3.3 Target Population

The target population for this study consisted of all employees of Suhara Logistics Tanzania Limited. According to the company's staff records, the organization had a total workforce of 260 employees distributed across six departments. These included the Transportation Department with 219 employees (comprising 3 Coordinators, 5 Supervisors and 211 Drivers), the Marketing Department with 13 employees, and the Human Resources Department with 4 employees, the Information Technology Department with 5 employees, the Procurement Department with 9 employees, and the Accounting Department with 10 employees. The inclusion of employees from all departments ensured that the study captured diverse views regarding the influence of non-financial rewards on job satisfaction across different functional areas of the organization.

3.4 Sampling and Sample Size

The sample size was determined using Yamane's (1967) formula, which is widely applied in social science research to calculate an appropriate sample from a known population. For this study, a confidence level of 93% and a margin of error of 7% (0.07) were considered appropriate. The formula is expressed as follows:

$$n = N / (1 + N \cdot e^2)$$

Where:

(n) = Sample size

(N) = Total population

(e) = Margin of error

Substituting the values for this study:

Where **n** = Sample Size, **N** = Total Population and **e** = Margin Error

$$n = 260 / (1 + (260 * (0.07)^2))$$

$$n = 114.336 \approx 114$$

Therefore, the study sample consisted of 114 employees. This sample size was considered adequate to provide representative information while remaining practical for data collection and analysis. The study employed a combination of stratified random sampling and purposive sampling. Stratified random sampling was used to select employees from different departments. Since the organization comprises several departments with varying numbers of employees, the population was first divided into homogeneous groups (strata) based on departmental affiliation. Thereafter, respondents were selected randomly from each stratum in proportion to its size within the overall population. This approach ensured that every department was fairly represented while reducing sampling bias.

The proportional allocation of respondents across departments was determined using the following formula:

$$n_h = (N_h / N) * n$$

Where:

n_h = Sample size for each stratum (department)

N_h = Population size of each stratum

N = Total population

n = Total sample size

The proportional sample distribution is presented in Table 3.1.

Table 1

Proportional Sample Allocation by Department

Department	Population (N_h)	Proportion (%)	Sample Size (n_h)
Transportation (Coordinators, Supervisors, Drivers)	219	84.23	96
Marketing	13	5.0	6
Human Resources	4	1.54	2
Information Technology	5	1.92	2
Procurement	9	3.46	4
Accounting	10	3.85	4
Total	260	100	114

In addition to stratified random sampling, purposive sampling was employed to select management personnel who possessed specialized knowledge and practical experience regarding the organization's reward systems and human resource management practices. These participants were considered information-rich sources capable of providing in-depth insights into the implementation of non-financial reward strategies and their influence on employees' job satisfaction. The combination of probability and non-probability sampling techniques strengthened the quality of the study by ensuring both representativeness of the broader employee population and detailed perspectives from key organizational informants.

3.5 Data Collection Instruments and Procedures

This study employed both primary and secondary data collection methods to obtain comprehensive and reliable information on the role of non-financial rewards in influencing employees' job satisfaction at Suhara Logistics Tanzania Limited. The use of multiple sources of evidence enabled methodological triangulation, thereby enhancing the validity, reliability, and credibility of the research findings.

3.5.1 Primary Data Collection Methods

Primary data were collected directly from employees of Suhara Logistics Tanzania Limited who were selected through stratified random sampling and purposive sampling techniques. Structured questionnaires and semi-structured interviews were used to collect quantitative and qualitative data, respectively, in line with the study objectives.

Questionnaires: The structured questionnaire served as the principal instrument for collecting quantitative data from employees across the various departments of Suhara Logistics Tanzania Limited. The questionnaire comprised predominantly closed-ended questions, together with a limited number of open-ended questions to allow respondents to provide additional views and experiences. Most of the closed-ended questions were measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. These items assessed employees' perceptions of recognition practices, career development opportunities, work environment, work-life balance initiatives, and overall job satisfaction. In addition, demographic information, including respondents' age, gender, educational level,

department, and years of service, was collected using multiple-choice questions. A total of 114 questionnaires were distributed to the selected respondents through both physical and electronic means. Prior to the commencement of data collection, formal approval was obtained from the management of Suhara Logistics Tanzania Limited. Respondents were provided with clear instructions regarding the purpose of the study and the procedures for completing the questionnaire. Follow-up reminders and scheduled collection arrangements were implemented to maximize the response rate and minimize the likelihood of non-response bias.

Semi-Structured Interviews: Semi-structured interviews were conducted to obtain detailed qualitative information from key informants who possessed extensive knowledge and experience of employee motivation and organizational reward practices. Participants were selected purposively and included members of senior management and departmental heads whose positions enabled them to provide informed perspectives on the organization's non-financial reward systems. Approximately 8 to 12 key informants participated in the interviews, with the final number being determined by the point of data saturation, where no new information emerged from subsequent interviews. The interviews were conducted through face-to-face discussions using a semi-structured interview guide to ensure consistency while allowing flexibility to explore emerging issues in greater depth. With participants' informed consent, interviews were audio-recorded to ensure the accuracy and completeness of the information collected. Field notes were also taken to document important observations, contextual information, and non-verbal expressions that could not be captured through audio recordings alone. Following data collection, the interviews were transcribed verbatim and analyzed using thematic analysis. The data were systematically coded and organized into themes and sub-themes that reflected participants' experiences and perceptions regarding non-financial rewards and employee job satisfaction. This approach enriched the quantitative findings by providing a deeper understanding of the issues under investigation.

Secondary Data Collection: Secondary data were obtained through a documentary review of relevant organizational records and documents maintained by Suhara Logistics Tanzania Limited. These documents included human resource policies and manuals, employee performance appraisal reports, training and development records, staff retention and turnover reports, and other organizational documents relating to employee welfare, motivation, and reward management. The documentary review was undertaken to complement the primary data by providing contextual information on the organization's existing non-financial reward practices and human resource management strategies. Documents were selected based on their relevance, authenticity, credibility, and completeness. A documentary review checklist was used to ensure that information was collected systematically and consistently across all sources, with particular emphasis on data relevant to the study variables.

3.6 Data Analysis

Quantitative data obtained from the questionnaires were coded, entered, cleaned, and analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistical techniques, including frequencies, percentages, means, and standard deviations, were employed to summarize respondents' demographic characteristics and describe their perceptions of non-financial rewards and job satisfaction. To examine the relationship between non-financial rewards and employees' job satisfaction, inferential statistical analyses were performed. Pearson's Product-Moment Correlation Coefficient was used to determine the strength and direction of the relationship between the independent and dependent variables. The results were presented in tables and interpreted in relation to the study objectives and existing literature. Qualitative data collected through semi-structured interviews were analyzed using thematic analysis. Interview transcripts were read repeatedly to achieve familiarity with the data before being coded into meaningful categories. Related codes were subsequently grouped into broader themes that reflected participants' experiences and perceptions. The qualitative findings were then integrated with the quantitative results to provide a more comprehensive understanding of the influence of non-financial rewards on employees' job satisfaction.

3.7 Ethical Considerations

The study was conducted in accordance with established research ethics to protect the rights, dignity, and welfare of all participants. Prior to data collection, ethical clearance and formal permission to conduct the study were obtained from the relevant authorities at Suhara Logistics Tanzania Limited. Participation in the study was entirely voluntary, and informed consent was obtained from all respondents before they took part in the research. Participants were informed of the purpose of the study, the nature of their involvement, and their right to withdraw from the study at any stage without any adverse consequences. The confidentiality and anonymity of all participants were strictly maintained throughout the research process. Personal identifiers were excluded from the data collection instruments, and all information obtained was treated with the utmost confidentiality and used solely for academic purposes. The researcher also upheld the principles of honesty, integrity, objectivity, and professionalism throughout the study to ensure that the findings accurately represented the views and experiences of the participants.

IV. FINDINGS & DISCUSSION

4.1 Demographic Characteristics of Respondents

A total of 98 respondents participated in the study. Male employees constituted 62.2%, while females accounted for 37.8%. Most respondents (55.1%) were aged between 25 and 34 years. Operational staff represented 65.3% of respondents, while 45% possessed bachelor's degrees. Furthermore, 40% had worked within the organization for 4–6 years. The results are presented in Table 2.

Table 2

Demographic Characteristics of Respondents (N = 98)

Variable	Category	Frequency	Percentage (%)
Sex	Male	61	62.2
	Female	37	37.8
Age	<25 Years	10	10.2
	25–34 Years	54	55.1
	35–44 Years	24	24.5
	45–54 Years	8	8.2
	>55 Years	2	2.0

4.1.1 Recognition Practices and Employees' Job Satisfaction

The findings reveal that recognition practices have a moderate influence on employees' job satisfaction. The mean scores, which ranged between 2.96 and 3.10, indicate that employees held a neutral perception regarding the effectiveness of recognition practices within the organization. This suggests that recognition initiatives are present but may not be implemented consistently or sufficiently to generate a strong positive impact on employees' satisfaction levels. Although employees recognized that appreciation and acknowledgement of their efforts encourage greater commitment and motivation towards their work, the findings also highlight concerns related to the fairness, transparency, and consistency of recognition practices across different departments. Variations in employees' perceptions imply that some staff members may not experience recognition opportunities equally, which could limit the overall effectiveness of such practices in improving job satisfaction. Therefore, strengthening structured and equitable recognition mechanisms may enhance employees' sense of value and contribute to higher levels of workplace satisfaction as shown in Table 3.

Table 3

Descriptive Statistics on Recognition Practices and Job Satisfaction

Variables	N	Max	Sum	Mean	Std. Dev.	Variance
I receive recognition when I perform my job well	98	5	290	2.96	1.218	1.483
Recognition practices motivate me to work harder	98	5	292	2.98	1.184	1.402
Employee achievements are fairly acknowledged by management	98	5	291	2.97	1.239	1.535
I feel valued because of appreciation at work	98	5	293	2.99	1.296	1.68
Recognition increases my job satisfaction	98	5	304	3.1	1.223	1.495
Valid N (listwise)	98					

According to the interviews conducted with management, they assessed forms of employee recognition are currently practiced in the organization, and how effective do you consider them in enhancing job satisfaction. They noted that recognition practices are present within the organization but are implemented in a moderate and less formalized manner. One of the respondents was quoted as;

“Our organization acknowledges employees through different forms of recognition, including verbal appreciation, the awarding of certificates, and the Employee of the Month program. While these recognition practices are appreciated by employees, their effectiveness remains moderate because they are not implemented consistently. In most cases, recognition is provided during staff meetings through verbal compliments or occasional appreciation events; however, the process is mainly reactive rather than being guided by a structured and planned approach.” (Key Informant 3, 20 March 2026)

The findings demonstrating that employee recognition practices have a positive influence on job satisfaction. Participants consistently indicated that recognition enhances their sense of value, motivation, and commitment to their work. However, the findings also reveal that the effectiveness of recognition is constrained by the absence of formal policies, inconsistent implementation, and limited transparency in the recognition process. Consequently, while recognition contributes to improved job satisfaction, its impact is not fully realised because of these organisational

shortcomings. These findings suggest that establishing a structured, transparent, and equitable recognition system could strengthen employee morale, increase motivation, and enhance overall job satisfaction within the organisation.

4.1.2 Career Development Opportunities and Employees' Job Satisfaction

The findings in Table 4 indicate that career development opportunities have a moderate positive influence on employees' job satisfaction. The mean scores for the related items ranged from 2.91 to 3.19, suggesting that employees held moderately favorable perceptions of the career development practices implemented within the organization. Most respondents agreed that training opportunities were available and acknowledged that career development initiatives contributed to strengthening their commitment to their work. Nevertheless, relatively lower mean scores were observed for statements concerning the transparency of promotion procedures and the equitable distribution of career development opportunities. These findings suggest that, although the organization has established mechanisms to support employee development, improvements are needed to ensure that promotion processes are perceived as fair and that all employees have equal access to career advancement opportunities.

Table 4

Descriptive Statistics on Career Development Opportunities and Job Satisfaction

Variables	N	Max	Sum	Mean	Std. Dev.	Variance
Organization provides adequate training opportunities	98	5	313	3.19	1.155	1.333
Equal opportunities for career development	98	5	288	2.94	1.275	1.625
Career development motivates commitment	98	5	309	3.15	1.152	1.327
Promotion procedures are transparent and fair	98	5	285	2.91	1.194	1.424
Career growth influences job satisfaction	98	5	296	3.02	1.26	1.587
Valid N (listwise)	98					

The interview findings revealed that the organization offers several employee development opportunities, including on-the-job training, workshops, and limited sponsorship for further studies. These initiatives demonstrate the organization's commitment to enhancing employees' knowledge and professional competencies. However, respondents consistently indicated that such efforts are not supported by a well-defined career development framework. Participants also expressed concerns regarding the transparency and fairness of promotion practices, suggesting that opportunities for career advancement are not always perceived as equitable. As one respondent explained:

"Suhara Logistics provides staff training sessions and workshops on a regular basis, and employees are occasionally given opportunities for career advancement through promotion. However, these initiatives are not currently supported by a clear and structured career development framework." (Key Informant 1, 21 March 2026)

Another respondent explained:

"The organisation provides various opportunities for employee development, including on-the-job training, occasional workshops, and support for further studies through sponsorship arrangements. These initiatives contribute to employees' sense of recognition and motivate them to remain committed to the organisation. However, most training activities are still conducted informally through daily workplace experiences, while structured training programmes are limited. Although employee promotions are mainly guided by performance, some employees feel that the promotion process requires greater transparency and clearer communication to ensure fairness and trust among staff." (Key Informant 3, 22 March 2026)

Overall, the findings indicate that career development opportunities have a positive influence on employees' job satisfaction, particularly through the provision of training and opportunities for skills development. These initiatives enhance employees' competencies, increase their confidence, and improve their overall satisfaction with their jobs. However, the effectiveness of career development is constrained by the absence of structured career progression pathways and employees' perceptions of unfairness in promotion processes. Such challenges may reduce employees' motivation and weaken their commitment to the organisation. The findings therefore suggest that organisations should establish transparent, equitable, and well-defined career development and promotion policies to maximise employee job satisfaction and strengthen organisational commitment.

4.1.3 Work Environment Conditions and Employees' Job Satisfaction

The findings in Table 5 indicate that work environment conditions play a moderate role in influencing employees' job satisfaction. The overall mean scores for the assessed dimensions ranged between 2.86 and 3.30, suggesting that employees experienced a relatively moderate level of satisfaction with the existing workplace conditions. Among the evaluated aspects, mutual respect and cooperation among employees received the highest rating, indicating that positive interpersonal relationships and teamwork were important contributors to employees' satisfaction. However, relatively lower ratings were recorded in relation to management support and the organization's efforts to minimize

work-related stress. This suggests that, although employees generally perceive their working relationships positively, there are areas requiring further improvement, particularly in managerial support systems and strategies aimed at promoting employee well-being. Therefore, strengthening leadership support and creating mechanisms to manage workplace stress may contribute significantly to enhancing employees' overall job satisfaction.

Table 5*Descriptive Statistics on Work Environment Conditions and Job Satisfaction*

Variables	N	Max	Sum	Mean	Std. Dev.	Variance
Physical working environment is safe and conducive	98	5	311	3.17	1.276	1.629
Access to adequate tools and resources	98	5	297	3.03	1.296	1.679
Mutual respect and cooperation among employees	98	5	323	3.3	1.318	1.736
Management promotes supportive work culture	98	5	280	2.86	1.244	1.546
Working conditions reduce work-related stress	98	5	288	2.94	1.242	1.543
Work environment contributes to job satisfaction	98	5	299	3.05	1.23	1.513
Valid N (listwise)	98					

The interview findings suggest that the organization generally provides a safe and collaborative working environment, characterized by effective teamwork and open communication among employees. Nevertheless, participants identified several challenges that may hinder the overall work environment, including limited organizational resources, inconsistent managerial support, and insufficient mechanisms for managing workplace stress. These issues were perceived as factors that could negatively influence employees' wellbeing and their ability to perform effectively. As one participant explained:

"Management is committed to providing a safe and adequately resourced working environment because this improves employees' efficiency and job satisfaction. We believe that mutual respect, a supportive organisational culture, and open communication are essential for maintaining staff morale. Overall, the workplace is safe, cooperative, and supportive. However, there is still room for improvement, particularly in the availability of resources and stress management support. Although our offices and facilities provide a safe working environment and teamwork is encouraged, there are occasions when resources are insufficient, and some employees perceive management support to be inconsistent." (Key Informant 3, 24 March 2026)

The findings indicate that a supportive and safe working environment contributes positively to employee satisfaction. However, the results also suggest that improvements are needed in managerial support and employee welfare programs to further enhance employees' overall job satisfaction and workplace experience.

4.1.4 Work–Life Balance Initiatives and Employees' Job Satisfaction

The findings reveal that work–life balance initiatives represent the most influential dimension among the non-financial reward factors examined in relation to employees' job satisfaction. The mean scores for the assessed indicators ranged between 3.03 and 3.23, suggesting that employees generally held a positive perception of the organization's efforts to support a balance between professional and personal responsibilities. The results further indicate that employees agreed that existing work schedules provide opportunities to manage both work-related duties and personal commitments effectively. Moreover, respondents acknowledged that work–life balance practices contribute significantly to their overall job satisfaction by reducing work-related pressures and promoting a more supportive working environment. These findings, as presented in Table 6, demonstrate that effective work–life balance initiatives play an important role in enhancing employees' satisfaction and improving their overall workplace experience.

Table 6*Descriptive Statistics on Work Environment Conditions and Job Satisfaction*

Variables	N	Max	Sum	Mean	Std. Dev.	Variance
Work schedule allows balance between job and personal life	98	5	317	3.23	1.217	1.48
Organization supports flexible working arrangements	98	5	297	3.03	1.312	1.721
Leave policies are applied fairly	98	5	306	3.12	1.262	1.593
Sufficient time for family and personal activities	98	5	298	3.04	1.243	1.545
Work-life balance enhances job satisfaction	98	5	310	3.16	1.19	1.416
Valid N (listwise)	98					

The interview findings further, indicate that the organization provides several work–life balance initiatives, including annual leave, sick leave, and a limited degree of flexibility in work scheduling. However, the application of

flexible working arrangements varies across departments due to differences in operational demands. In particular, employees working in transport and logistics departments experience fewer opportunities for flexible scheduling because their roles require fixed working hours and continuous service availability. One respondent explained that:

"Our hospital provides employees with annual leave, sick leave, and some degree of flexibility in work scheduling. However, the application of flexible working arrangements is not consistent across all departments because operational requirements differ. While some departments are able to accommodate flexible working hours, others cannot implement the same level of flexibility." (Key Informant 3, 26 March 2026)

The findings indicate that work–life balance initiatives play a significant role in improving employee satisfaction by enabling employees to effectively manage their personal, family, and professional responsibilities. However, the inconsistent application of these initiatives may create perceptions of inequality among employees, thereby reducing their overall effectiveness and limiting their contribution to employee well-being and satisfaction.

4.2 Discussion

The findings demonstrate that non-financial rewards play an important role in influencing employees' job satisfaction at Suhara Logistics Tanzania Limited. Among the dimensions examined, work–life balance initiatives recorded the strongest influence, followed by career development opportunities, work environment conditions, and recognition practices. Although all dimensions positively contributed to job satisfaction, their overall influence was moderate, indicating opportunities for improvement.

4.2.1 Recognition Practices and Employees' Job Satisfaction

The study established that recognition practices have a positive, although moderate, influence on employees' job satisfaction at Suhara Logistics Tanzania Limited. The findings indicate that the organization has adopted several recognition initiatives, including verbal appreciation, certificates of recognition, employee recognition events, and the Employee of the Month program. These practices were acknowledged by employees as important mechanisms for improving motivation, morale, and overall satisfaction at work. However, the effectiveness of these initiatives was limited by challenges related to inconsistent implementation, lack of clear procedures, and concerns about fairness and transparency in the selection of recognized employees. The findings suggest that when recognition is provided irregularly or based on subjective judgments, employees may develop perceptions of favoritism and inequality. Such perceptions can reduce employees' confidence in the recognition system and weaken its ability to promote long-term job satisfaction. Therefore, although recognition exists within the organization, its contribution to employee satisfaction remains moderate because the current practices are not fully supported by a formal and structured recognition framework with clearly defined criteria.

These findings are in agreement with Kundu & Lata (2020) reported that employees who receive timely and appropriate recognition tend to develop stronger commitment, improved morale, and greater satisfaction with their work. However, these studies also emphasized that recognition programs are more effective when they are implemented consistently, fairly, and according to transparent standards. This implies that the value of recognition does not depend only on the existence of recognition practices but also on how employees perceive their fairness and reliability. The findings are also supported by established motivational theories. Herzberg's Two-Factor Theory identifies recognition as an important motivator that enhances employees' willingness to perform and increases job satisfaction. According to this theory, employees are more likely to experience satisfaction when their efforts and achievements are acknowledged by the organization. Similarly, Maslow's Hierarchy of Needs highlights recognition and appreciation as part of employees' esteem needs, which influence their confidence, motivation, and sense of value within the workplace. Furthermore, Adams' Equity Theory explains that employees evaluate fairness by comparing their recognition and rewards with those received by their colleagues. Consequently, unequal or unclear recognition practices may create feelings of injustice, which can negatively affect employee motivation and satisfaction.

Therefore, the study concludes that recognition practices play an important role in enhancing employee job satisfaction at Suhara Logistics Tanzania Limited. However, to maximize their impact, the organization should establish a formal recognition system that defines clear criteria, ensures equal opportunities for recognition, and promotes transparency in the recognition process. Such improvements would strengthen employees' trust in the system and enhance the contribution of recognition towards achieving higher levels of job satisfaction.

4.2.2 Career Development Opportunities and Employees' Job Satisfaction

The findings of this study indicate that career development opportunities are an important factor influencing employee job satisfaction at Suhara Logistics Tanzania Limited. Employees generally expressed positive perceptions towards training and development programs, suggesting that opportunities to acquire new skills and improve professional competencies contribute to higher levels of motivation, commitment, and overall job satisfaction. These

findings demonstrate that when employees perceive that their organization invests in their personal and professional growth, they are more likely to develop a sense of value and attachment towards the organization.

However, the study further reveals that career development practices within the organization are not fully developed or consistently implemented. In particular, concerns were identified regarding the transparency of promotion procedures, equal access to career advancement opportunities, and the availability of clearly established career pathways. Variations in employees' perceptions indicate that some departments may benefit more from development opportunities than others, which may create perceptions of unfairness and negatively affect employee satisfaction. This suggests that career development initiatives need to be implemented through a more structured and inclusive approach to ensure that all employees have equal opportunities for professional growth.

The findings are consistent with Mahmoud et al. (2021) and Pushpasiri and Ratnayaka (2018), which established that effective career development practices, improve employee motivation, retention, and job satisfaction. These studies emphasize that employees are more likely to remain committed to an organization when they are provided with opportunities for learning, advancement, and professional progression. The findings are also supported by Herzberg's Two-Factor Theory, which identifies achievement, recognition, growth, and advancement as key motivational factors that enhance employee satisfaction. Similarly, Maslow's Hierarchy of Needs explains that career development contributes to the fulfillment of employees' self-actualization needs by enabling them to realize their potential and achieve personal growth. Furthermore, Adams' Equity Theory provides an explanation for employee dissatisfaction when opportunities for promotion and development are perceived to be unfairly distributed. Employees who believe that they have limited access to advancement opportunities may develop feelings of inequity, which can reduce their motivation and satisfaction at work.

Overall, the study concludes that career development opportunities significantly contribute to employee job satisfaction at Suhara Logistics Tanzania Limited. Nevertheless, the effectiveness of these initiatives depends on the establishment of transparent, fair, and well-structured career development systems. The organization should therefore strengthen promotion policies, ensure equal access to training opportunities, and develop clear career progression frameworks. Such measures are likely to enhance employee morale, improve organizational commitment, and support long-term employee retention.

4.2.3 Work Environment Conditions and Employees' Job Satisfaction

The findings of this study indicate that the work environment conditions at Suhara Logistics Tanzania Limited have a moderate influence on employees' job satisfaction. Employees generally expressed positive perceptions of their working environment, particularly in relation to workplace safety, teamwork, cooperation, and communication among colleagues. These aspects suggest that the organization has established a relatively supportive workplace culture that contributes positively to employees' attitudes and experiences at work. However, the findings also identified several areas that require improvement, including management support, availability of adequate work resources, stress management practices, and consistency in working conditions among different categories of employees. Although the organization has implemented measures aimed at creating a favorable working environment, challenges such as limited resources, high workload demands, and inadequate employee welfare support continue to affect employees' overall job satisfaction.

The study further revealed differences in workplace experiences between operational and administrative employees. Operational employees reported experiencing greater work pressure and fewer perceived benefits compared to administrative employees. This variation suggests that employees' perceptions of the work environment may differ depending on their roles, responsibilities, and access to organizational support. Such differences can influence employees' feelings of fairness, motivation, and commitment towards the organization.

These findings are consistent with Hafeez et al. (2019), who established that a supportive work environment enhances employee productivity and job satisfaction by creating conditions that encourage positive workplace engagement. The findings also support Herzberg's Two-Factor Theory, which identifies working conditions, organizational policies, and supervision as important hygiene factors that prevent dissatisfaction among employees. Similarly, Maslow's Hierarchy of Needs Theory emphasizes that employees require the fulfillment of basic physiological and safety needs before they can achieve higher levels of motivation and job fulfillment. Furthermore, the observed differences in working conditions between employee groups can be explained through Equity Theory, which suggests that employees compare their inputs and outcomes with those of their colleagues. Perceptions of unequal treatment, differences in benefits, or variations in access to organizational resources may therefore contribute to dissatisfaction and reduced employee morale.

Overall, the findings demonstrate that improving the work environment at Suhara Logistics Tanzania Limited requires continuous efforts to strengthen managerial support, improve resource availability, manage workplace stress, and ensure fair treatment among all employees. The organization should focus on enhancing leadership involvement, providing adequate staffing, strengthening employee welfare programs, and implementing structured occupational

health and safety initiatives. These measures are likely to promote a more equitable and supportive work environment, leading to improved job satisfaction, employee commitment, and long-term organizational performance.

4.2.4 Work–Life Balance Initiatives and Employees’ Job Satisfaction

The findings of this study indicate that work–life balance initiatives have a significant positive effect on employees’ job satisfaction. Employees reported that organizational practices, including reasonable working hours, availability of leave provisions, and flexibility in managing work and personal responsibilities, contribute to a more positive working experience and improved overall well-being. The results suggest that employees value work–life balance because it enables them to manage occupational demands while maintaining important personal and family commitments, thereby reducing work-related stress and enhancing satisfaction with their jobs.

Among the non-financial reward dimensions examined in this study, work–life balance was identified as one of the most important factors influencing employees’ satisfaction. This may be attributed to the fact that employees increasingly consider the ability to achieve harmony between professional responsibilities and personal life as an essential aspect of a supportive work environment. When organizations provide opportunities such as appropriate leave arrangements and flexible working practices, employees are more likely to feel valued and supported, which can strengthen their commitment and positive attitudes towards their work.

However, the findings further revealed that the effectiveness of work–life balance practices varies across departments due to differences in operational requirements. Although the organization provides supportive measures, including annual leave, sick leave, and limited flexible scheduling arrangements, the nature of some departmental activities creates challenges in applying flexibility equally to all employees. Departments with continuous service demands may have fewer opportunities for flexible arrangements compared with those whose duties allow greater scheduling adjustments. This implies that organizations need to develop work–life balance strategies that consider both employee needs and operational realities while ensuring fairness and consistency in implementation.

These findings are consistent with previous studies by Pushpasiri and Ratnayaka (2018) and Hafeez et al. (2019), which established that effective work–life balance practices contribute to higher levels of job satisfaction, improved employee well-being, and increased productivity. The findings can also be explained through several theoretical perspectives. According to Herzberg’s Two-Factor Theory, work–life balance can be considered a hygiene factor because its absence may create dissatisfaction among employees, although its presence alone may not always serve as a strong source of motivation. Similarly, Maslow’s Hierarchy of Needs suggests that work–life balance supports employees’ safety and social needs by enabling them to maintain personal relationships, security, and stability outside the workplace. Furthermore, Adams’ Equity Theory highlights that employees may experience dissatisfaction when they perceive unequal access to work–life balance opportunities, such as differences in flexibility and leave arrangements between departments.

Overall, the study demonstrates that work–life balance initiatives play an important role in enhancing employees’ job satisfaction. Nevertheless, the success of these initiatives depends on effective implementation, equal access, and continuous organizational commitment. Therefore, organizations should strengthen work–life balance policies by developing flexible approaches that accommodate different departmental requirements while maintaining fairness among employees. Such practices are likely to support long-term employee satisfaction, engagement, and organizational effectiveness.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The study concludes that non-financial rewards play an important role in shaping employees’ job satisfaction at Suhara Logistics Tanzania Limited. Although these rewards do not directly involve monetary benefits, they significantly influence employees’ feelings of appreciation, motivation, commitment, and overall workplace experience. Recognition practices were found to contribute positively to employee satisfaction by making employees feel valued and acknowledged for their efforts. However, the effectiveness of recognition was affected by inconsistencies in implementation and perceptions of unfairness among some employees, suggesting the need for transparent and equitable reward practices.

The study further concludes that career development opportunities are essential in enhancing employee satisfaction by providing opportunities for learning, professional growth, and future career advancement. Nevertheless, limited clarity in promotion procedures and unequal access to training opportunities reduced the extent to which employees benefited from these initiatives. This indicates that organizations should establish fair and well-communicated career development systems to support employee growth and maintain motivation. Regarding the working environment, the findings indicate that positive relationships among employees and teamwork contribute to a supportive workplace atmosphere. However, challenges related to managerial support, availability of work resources,

and inadequate mechanisms for managing workplace stress may negatively influence employee satisfaction. Therefore, improving leadership support and addressing workplace challenges are important measures for creating a more conducive working environment.

The study also concludes that work–life balance initiatives have a significant contribution to employee job satisfaction. Flexible working arrangements and appropriate leave provisions were perceived as important factors that improve employees' ability to manage work and personal responsibilities. However, differences in access to such benefits among employee groups highlight the importance of ensuring fairness and inclusiveness in organizational policies. Overall, the study concludes that effective management of non-financial reward systems is essential for enhancing employee satisfaction, improving morale, reducing intentions to leave, and strengthening organizational performance. Therefore, Suhara Logistics Tanzania Limited should continuously improve its non-financial reward practices to create a more supportive, fair, and motivating working environment within the logistics sector.

5.2 Recommendations

Based on the findings, the study recommends that Suhara Logistics Tanzania Limited should strengthen its non-financial reward systems as a strategy for improving employee job satisfaction. Since recognition practices were found to influence employee motivation, the organization should establish a formal and transparent recognition framework. This should include clearly defined recognition criteria, consistent implementation procedures, and equal opportunities for employees across all departments to receive acknowledgement for their contributions. The company should also enhance its career development practices by developing clear career progression pathways, improving transparency in promotion processes, and ensuring equal access to training and professional development opportunities. A fair and well-structured career development system will enable employees to perceive greater opportunities for growth, increase their commitment to the organization, and improve their overall job satisfaction.

Furthermore, management should focus on improving workplace conditions by providing adequate resources, strengthening supervisory support, and introducing effective employee well-being and stress management programs. These interventions are particularly important for operational employees who often experience demanding working conditions and higher levels of work pressure. The organization should also develop and standardize work–life balance policies across all departments. Flexible working arrangements leave management procedures, and employee scheduling practices should be applied fairly to all categories of employees in order to minimize perceptions of unequal treatment and promote a healthier work environment. Finally, Suhara Logistics Tanzania Limited should establish regular employee feedback mechanisms, such as satisfaction surveys and workplace consultations, to assess the effectiveness of its non-financial reward strategies. Continuous evaluation of employee needs will enable management to make informed decisions and implement improvements that support employee satisfaction and organizational effectiveness.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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