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Influence of Recognition on Employee Job Performance in Aviation Industry, Tanzania.

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ABSTRACT

The study attempted to examine the influence of recognition on employee job performance in aviation Industry, Tanzania. The population of study comprised of employees of Tanzania Airports Authority (TAA), where, the sample size was 152. The study used a case study design and employed both quantitative and qualitative approaches. Data from employee who have no administrative roles were collected using questionnaire, while interviews were used to collect data from employees who hold administrative positions. Qualitative data were analyzed using descriptive statistics and Structuring Model, whereby; qualitative data were analyzed using Content Analysis. The study observed that recognition with respect to policy, forms and frequency influences employee performance Tanzania Airports Authority. Thus, the study recommends that, the management of TAA should take deliberate measures to performance of employees.

Keywords: Recognition, Employee, Job Performance, Aviation Industry, Tanzania

ABSTRAK

Penelitian ini mencoba untuk menguji pengaruh pengakuan terhadap kinerja karyawan di industri penerbangan, Tanzania. Populasi penelitian terdiri dari karyawan Otoritas Bandara Tanzania (TAA), dengan jumlah sampel sebanyak 152 orang. Penelitian ini menggunakan desain studi kasus dan menggunakan pendekatan kuantitatif dan kualitatif. Data dari karyawan yang tidak memiliki peran administratif dikumpulkan dengan menggunakan kuesioner, sementara wawancara digunakan untuk mengumpulkan data dari karyawan yang memegang posisi administratif. Data kualitatif dianalisis dengan menggunakan statistik deskriptif dan Structuring Model, sedangkan data kuantitatif dianalisis dengan menggunakan Content Analysis. Studi ini mengamati bahwa pengakuan sehubungan dengan kebijakan, bentuk dan frekuensi mempengaruhi kinerja karyawan Otoritas Bandara Tanzania. Dengan demikian, penelitian ini merekomendasikan bahwa, manajemen TAA harus mengambil langkah-langkah yang disengaja untuk kinerja karyawan.

Kata Kunci: Pengakuan, Karyawan, Prestasi Kerja, Industri Penerbangan, Tanzania.



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1. Introduction

Job performance is multidimensional in nature. It cannot be defined for any specific context. That is the case because any specific context has its own peculiar definition. Generally, employee job performance is a function of many factors including size, policy, goal and strategy of a specific organization. Commonly, it is concerned with routine or repetitive operations relevant to the duties and responsibilities of a respective employee. However, different authors define the concept of performance from different perspectives. For instance, it is viewed as a continuous process of improving what employees can achieve by aligning actual versus desired performance (Mwang'amba, 2020; Nguyen *et al.*, 2020). Subsequently, according to Nyunza (2020) job performance refers to how workers contribute to organizational goal accomplishment.

Employee performance is the major concern in all economies around the world. Thus, it is a responsibility of all managers to make sure that organizations strive and achieve high performance through the performance of their employees as individuals and members of work teams. On this basis of these views, several means are used to realize the desired job performance including proper recruitment, training and motivation through various intrinsic and extrinsic factors. Nevertheless, job performance is consistently determined by ability of the employees to make use of their skills and experience as well as the available resources to produce desirable outcomes (Riyanto *et al.*, 2021).

Globally, recognition is one of the essential assets that are used by human resource management to increase job satisfaction (Rusin and Szandała, 2024). That is the essence behind the attempt by International Labour Organization (ILO) to advocate employee motivation since 1919 with particular emphasis on advancing and creating good economic and working conditions for the workers around the world. That is the case due to its reproof on unfriendly labour situations such as unfairness, injustice, inequity, poor working conditions and poor payment systems. Conversely, it is a way to advocate and promote labour rights at work by ensuring that employees around the world are motivated (Sikira, et al., 2024).

In general, the relationship between job performance and recognition has been the center of attention for many researchers since 1960's (Yan *et al.*, 2024). (Alonso & Lewis, 2016). Studies done by Sikira, et al., (2024), point out that, high productivity, effectiveness and efficiency at work place indicate how well the organization motivate its employees. This means, good performance in organizations commonly is attributed by motivation. Furthermore, Rusin and Szandała (2024). Argue that extrinsic motivation such as compensation and reward alone are not enough to motivate employees. This is also supported by Sikira, et al., (2024), who points out that employees are motivated by both extrinsic and intrinsic motivation. These standing points are also supported by Frederick Herzberg theory (Two Factor) that achievement, recognition and advancement increase satisfaction of the employees and motivate them to perform better, while compensation, fringe benefits and promotion prevent employee's dissatisfaction. Therefore, it can be concluded that, there is a relationship between motivation and job performance.

According to The United Republic of Tanzania Public Regulations Act (2001), all public offices are accountable to performance. The public offices are required to issue reports on the organization performance to the public management office annually. The reports on annual public performance are required to include issues like workers conflicts, employee's unrest, job turnover, corruption, and poor services delivery. In this sense, these issues are considered as the indications of lack of employee motivation (Mwang'amba, 2020; Nguyen et al., 2020). In addition, studies by different scholars in different public sector administration in Sub-Saharan Africa reveal that most employees are dissatisfied and demotivated with their jobs (Sikira, et al., 2024). This concludes that employees in public offices are demotivated as a result they underperform.

Previous studies argue that most employees working in public offices are dissatisfied and demotivated with their jobs. The situation has affected not only low morale, but also level of efforts and contribution among employees. The combination of these situations has further affected their general performance, hence, performance of organizations. That is the case since employee voluntary increase of effort on the job as opposed to managerial imposed performance is the most important determinant of organization (Mwang'amba, 2020; Nguyen et al., 2020).

According to The United Republic of Tanzania Public Regulation Act (2001), all public offices are accountable to performance, On the basis of performance reports from public office, among the issues that face the public offices includes; workers conflicts, employee's unrest, job turnover, corruption, and poor services delivery. These issues are the indications that employees are not performing at their best (Rusin and Szandała, 2024).

In connection to the situation reported in Tanzania, Abuhashesh *et al.* (2019) point out that employee performance is the major concern to all economies around the world. Thus, motivating workers is a challenge, keeping them motivated is an even bigger challenge (Rusin and Szandała, 2024). Since employee motivation

is has not received a deserving attention in the public offices in Tanzania Sikira, et al., (2024), the consequence of employee's dissatisfaction and demotivation has a potential to lead to poor service delivery, higher job turnover rates, absenteeism in working place, poor growth, and reduction in productivity.

Several studies have been being conducted in Tanzania in the attempt to address issues related to motivation and employee performance. The common themes in the previous studies include the effects of salary arrears on employee's performance in public sectors in Tanzania, approaches and challenges of motivating educational staff in public schools in Tanzania and Motivation strategies for health care workers in Tanzania (Sikira, et al., 2024). Despite their contribution to the areas of recognition and employee performance, previous studies focused only on category of recognition i.e. extrinsic motivation. Thus, little attention is paid on studying the situation in public sector by combining both intrinsic and extrinsic factors of motivational. The understanding of the influence of intrinsic and extrinsic motivation factors when combined is imperative in providing managers with a wider view of the phenomenon in order to allow for more informed judgments. Therefore, this study attempted to examine the influence of recognition on employee job performance in aviation Industry, Tanzania.

2. Literature Review

Reinforcement theory, although less cognitive in focus, it focusses on tying money to employee performance (Mwang'amba, 2020; Nguyen et al., 2020). Specifically, it suggests that employees will increase their performance if there are offered money whenever they increase their effort of their jobs. Conversely, it assumes that employees will maintain their efforts on their job if their pay is deducted whenever they put less effort on their jobs.

Recognition refers to the identification of the action of someone; the recognition can be in form of praise, or blame. Sikira, et al., (2024). pointed out that recognition is an act of notice when someone attained certain outcome in a given context. Rusin and Szandala (2024). Pointed out that, in the organisation context there is no standard procedures as far as the recognition activity is concerned. The forms of recognitions rely on the organisation schemes, budget, scope, aim of the recognition, organization size etc. The most common form of recognition is praise; however, some employers apply different forms such as rewards, public acknowledgment, public notice, press release etc. according to Mwang'amba, 2020; Nguyen et al., (2020). Other organisation ask their employees to name a person who is worth to be recognized in a certain specific period of time, the person who score more results in the nomination process get certificates or public acknowledgement. The process motivates employees to perform better.

The study done by Mwang'amba, 2020; Nguyen et al., (2020) about health workers in Tanzania to prefer working in public sector, the study discovered that recognition is among the factor that influence health workers to work in public. However, these findings are in contrary with the study done by Sikira, et al., (2024), pointed that public office does not recognize or reward their employees accordingly and this situation is demoralizing the staff and the reason of job dissatisfaction and poor services in public offices.

It is in human behavior to feel good when your initiative or action are seen or recognized. This stimulates employees to work harder or better for the expectation that their initiatives and efforts will be awarded somehow. Studies also indicate that every human being has a different interest when it comes to recognition, some prefer public recognition, others are interested with the reward that comes with it while others commendation letter, lunch or dinner treats or sometime to have a badge or medal of the employee of the month (Mwang'amba, 2020; Nguyen et al., 2020).

Nguyen et al., (2020) suggest that, there is the need for the organisation to develop clear recognition policy so that to be able to cater the performance of their employees. The policy should define all forms of recognition and type of the recognition one can receive after attaining the objectives. The study by Nguyen et al., (2020), suggest four forms of recognition including; provision of excellent services, above and beyond call of duty, generating good ideas for improving the performance and provide exceptional contribution (innovation) and team work. In general organization should have clear policy, forms of recognition to the employees so that to increase job satisfaction and motivation.

It has been found that recognition, promotion and advancement opportunity are among the best tools to motivate employees Sikira, et al., (2024), suggested that career satisfaction positively affects employees' behavior in the workplace. Management's effort to recognition and promotion opportunities to employees improves satisfaction of the workforce and motivates work performance (Nguyen et al., 2020).

Previous studies reveal that recognition plays a great role in retaining and satisfying employees in organizations of all types. On this basis, previous studies associate recognition and employee performance in

terms of efficiency and effectiveness. In connection to that, the available literature shows that employees in public office are not well recognized or rewarded. This situation has demoralized employee. Furthermore, the study done by Yan *et al.*, (2024), indicates that unclear recognition on time were among the issues facing employees in public sector in Tanzania, insufficient work has been done on the influence recognition on job performance in aviation industry in the Tanzania.

2.1 Conceptual Framework

This study was constructed under two broad categories of variables i.e. independent and dependent variables. The independent variables recognition policy, forms of recognition and frequency of recognition. On the other hand, the dependent variable is employee performance which was conceived to mean number of aircraft accident and incidents, efficiency and Serviceability of equipment and flight plan neatness and completeness.

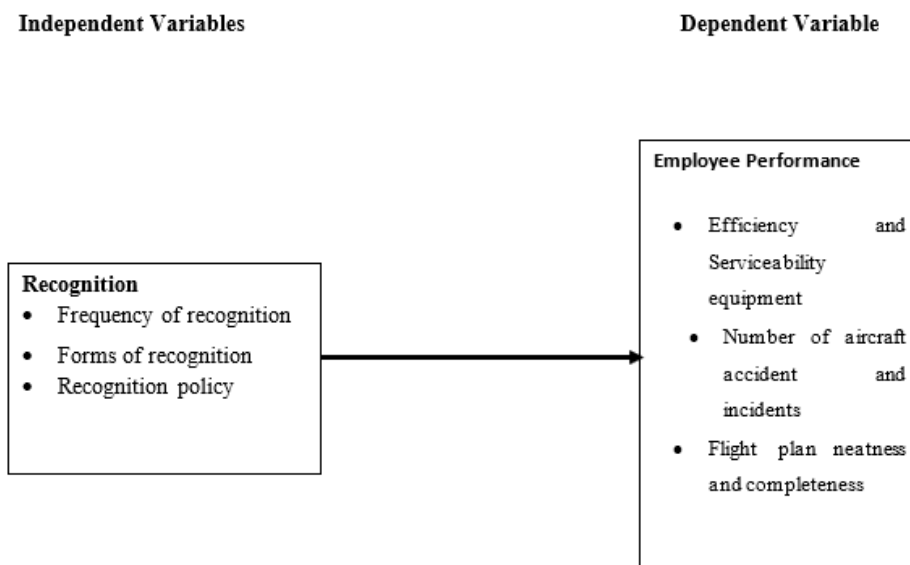


Figure 1: Conceptual Framework

Source: Reviewed Literature (2024)

3. Method

The population of study comprised of employees of Tanzania Airports Authority (TAA)-247 Staff, where, the sample size was 152 staffs from Yamanne Formula. The study used a case study design and employed both quantitative and qualitative approaches. Data from employee who have no administrative roles were collected using questionnaire, while interviews were used to collect data from employees who hold administrative positions. Qualitative data were analyzed using descriptive statistics and Structuring Model, whereby; qualitative data were analyzed using Content Analysis.

I. Model Specification

Structuring Model was used to determine the influence of independent variables on the dependent variable. The model was applied because the dependent variables were continuous variable.

$$Y = a + \beta_1 FRE_1 + \beta_2 FOR_2 + \beta_3 RP_3 + \varepsilon_{it} \dots \dots \dots (1)$$

Whereby:

Y= Employee Performance

a= a constant, the value of employee performance when the independent variables are at zero

$\beta_1 - \beta_3$ = Coefficients of Parameters

Table 1 Operationalization of Variables

Variable	Measurements	Definition	Measurement Scale	Reference
Recognition	Recognition policy Forms of recognition Frequency of recognition	The initiatives and the performance of the employee is acknowledged and appreciated	5-Point Likert scale	(Hussain <i>et al.</i> , 2019; Sukum, 2017; Yaseen, 2013)
Employee Performance	Number of accidents and incidents Neatness and completeness of flight plans. Serviceability of ANS' equipments	Continuous process for improving the performance of individuals by aligning actual performance with that desired through various ways such as standard setting	5-Point Likert scale	(Kaplan and Ferris, 2001; Karanja, 2015)

4. Result and Discussion

4.1 Demographic Characteristics of the Respondents

The characteristics of the respondents were part of this study because they have ability to affect the results of the study (Sikira, et al., 2024). The study included age, sex and education level. These characteristics are summarized in Table 2. These characteristics were selected to form part of this study because they are likeliness to effect on most of the feelings, thoughts and opinions of employees regarding their work and work environment (Nguyen et al., 2020). That is the case because they imply both social roles held by employees and social investment and experience of employees. Therefore, these characteristics may affect alteration in the dependent variable independent from the explanatory variables.

Table 1. Demographic Characteristics of the Respondents

4.0 Response rate		Frequency	Percent (%)		
Responded		141	93		
Not Responded		11	7		
Total		152	100%		
Sex		Frequency	Percent	Valid Percent	Cumulative Percent
Female		26	24.3	24.3	24.3
Male		81	75.7	75.7	100.0
Total		107	100.0	100.0	
Age		Frequency	Percent	Valid Percent	Cumulative Percent
20-30		11	10.3	10.3	10.3
31-40		16	15.0	15.0	25.2
41-50		52	48.6	48.6	73.8
51 and above		28	26.2	26.2	100.0
Total		107	100.0	100.0	
Education level		Frequency	Percent	Valid Percent	Cumulative Percent
Technical Education		47	43.9	43.9	43.9
University Education		60	56.1	56.1	100.0
Total		107	100.0	100.0	

Source: Field data (2024)

4.2 Reliability of the Variables

In this study Cronbach's alpha was computed to examine internal consistency or reliability of our instrument. It measures how well a set of variables or items measures a single, one-dimensional latent aspect of individuals. The Cronbach's alpha values ranges from 0 to 1, and the values above 0.7 represent an acceptable level of internal reliability (Mwang'amba, 2020; Nguyen et al., 2020). Table 3 presents the Cronbach's alpha values and the number of items joined for each factor. The Cronbach's alpha values for the one factor were for recognition. Since the value of Cronbach's alpha for promotion and recognition are greater than recommended value (0.7), this indicates a high level of internal consistency for our scale (see Table 3). This implies that, the variables used in this study have internal consistency and hence reliable for the study.

Table 3. Overall reliability test for promotional variables

Construct	Number of items	Cronbach's alpha
Recognition variables	5	0.757

Source: Field Data (2024)

4.3 Influence of Recognition on Job Performance in TAA Employees

This section presents the second objective of the research study, which was to find out the influence of recognition on employee job performance in TAA. This was done with the reference to the study model whereby recognition in this study is featured with other promotion variables that are recognition policy, frequency recognition and recognition opportunities. In relation to this objective, the values of the central measurement and dispersion tendencies were calculated and presented by using Minimum, maximum, mean, standard deviation, Skewness, and Kurtosis as presented in Table 4.

Table 4. Recognition variables

Recognition	N Stat	Min Stat	Max Stat	Mean Stat	Std. D Stat	Skewness Stat	Std. E	Kurtosis Stat	Std. E
My contribution is fully recognized	107	1	3	2.44	.647	-.729	.234	-.480	.463
I receive praises when I achieve good performance	107	1	3	2.34	.788	-.678	.234	-1.061	.463
The Management awards employees who achieve high performance	107	1	5	2.79	1.421	.288	.234	-1.311	.463
Recognition is uniform to all employees	107	1	5	3.66	.961	-.705	.234	.033	.463
Recognition affect the performance of the job	107	1	5	3.13	1.289	-.383	.234	-1.090	.463
Valid N (list wise)	107								

Source: Field Data (2024)

The descriptive results in Table 4 indicate that the average of 2.44 of the respondents indicated that their contribution is fully recognized, with minimum and maximum value of 1 and 3. Also the findings indicated that they receive praises when they achieve good performance in the organization by the average of 2.34 with minimum and maximum value of 1 and 3. The findings further indicate that, the management awards employees who achieve high performance by the average of 2.79 with minimum and maximum value of 5 and 1. In addition the issue of recognition to be uniform to all employees was rated with the average of 3.66 with the minimum and maximum value of 1 and 5 while recognition to affect the performance of the job was rated with average of 3.13 with the minimum and maximum value of 1 and 3.

Based on the central and dispersion parameters, the values of skewness and kurtosis of the recognition variables indicated that all recognition variables are within the normal distribution boundaries. Based on these statistical parameters, it can be clearly being concluded that recognition do influence employee performance.

Likewise the study done by Mwang'amba (2020); Nguyen et al., 2020), who assessed the impact of recognition on job motivation. In their study discovered that recognition has significant influence on job motivation as the result influences performance.

In addition, the responses obtained through interview with the administrators of TCAA confirmed that recognition influence job performance. The key informant during interview elaborated recognition as the one of the factor that promotes employees to perform better. Elaborating this, he said:

*“When an employee is recognized at work they feel noticeable and appreciated.
It's good to be seen. It's a driving force towards good performance”.*

The quote above shows the relationship between recognition and job performance. Employees are driven to perform better so that they can be recognized. It can be argued that recognition is a motivating factor which encourages employees to perform better in the organization.

Also a comparative statistical procedure (t-test) was performed to show weather recognition has significant influence on the job performance. The results are presented in Table 5 It was observed that job performance is significantly associated with forms of recognition ($p < 0.0001$), Frequency of recognition ($p < 0.0001$) and recognition policy ($p < 0.0001$). It was noted that by a unit increase in forms of recognition job performance increases by 1.322. It was further observed that a unit increase in frequency of recognition leads to job performance increase by 0.293. Likewise it was noted that a unit increase in recognition policy, job performance increase by 0.458. It was noted that almost 49% of the job performance variance was explained by forms of recognition, Frequency of recognition and recognition policy [(R-Square=0.497) as summarized in Table 5.

Table 5. Influence of Job Recognition on Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4.533	0.877		5.168	0.000	2.793	6.273		
	Forms of recognition	1.322	0.185	0.559	7.163	0.000	0.956	1.688	0.802	1.247
	Frequency of recognition	0.293	0.213	0.120	1.374	0.173	-0.130	0.715	0.645	1.550
	Recognition policy	0.458	0.210	0.178	2.182	0.031	0.042	0.874	0.733	1.365

Source: Field Data (2024)

1) Dependent Variable: INCIDENTS

a. Model Summary for Job Recognition

Table 6. Model Summary for Job Recognition

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.705 ^a	0.497	0.482	1.62249

a. Predictors: (Constant), Recognition policy, Forms of recognition, Frequency of recognition

Source: Field Data (2024)

Table 7. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	267.671	3	89.224	33.893	.000 ^b
	Residual	271.145	103	2.632		
	Total	538.817	106			

a. Dependent Variable: INCIDENTS

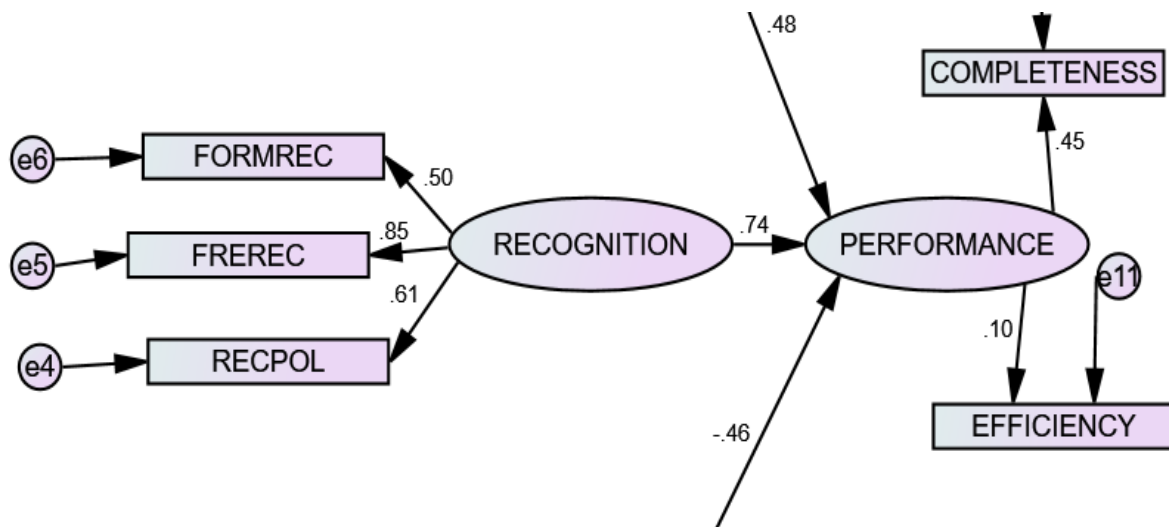
b. Predictors: Constant), Recognition policy, Forms of recognition, Frequency of recognition.

Source: Field Data (2024)

From the findings above, it is found out that there is a strong association between recognition and employee performance. This is attributed to the fact that employees feel appreciated when they are recognized.

Recognition to employees entails appreciation they get for the efforts they put on their jobs. In aviation service, a feeling of being appreciated is expected to be more satisfying due to the sensitivity nature of the activities and the inbuilt risk to lives of people and other properties. With regard to satisfaction due recognition, Mwang'amba (2020; Nguyen et al., (2020) argue that employees treasure the respect they receive from their superiors because it brings a feeling of being advantageous and trusted. Thus, this in an attempt to retain this feeling, employee tend to strive to perform better time after time.

Figure 2. The Relationship between Recognition and Job Performance (In Terms Of Flight Plan Completeness and Efficiency of Equipment)



Source: Field Data (2024)

Results on figure show the nature of relationships between employee motivation and job performance (in terms of completeness and efficiency). Further discussions of these findings are in the following tables.

2) The Model Summary

Results on the table show the model summary for the regression on the employee motivation and job performance, results show that the values of CMIN/DF is 2.291 indicating that the model is good.

Table 8. Model Summary

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	24	96.222	42	0.000	2.291
Independence model	11	440.630	55	0.000	8.011

Source: Field Data (2024)

3) Model Fit Indices

The model fit indices as values of CFI = 0.944, GFII = 0.969 and AGFI = 0.937 all of them approaching to 1 indicate that model fit well the data. As recommended by (Hair *et al.*, 2010; David *et al.*, 2010) model fit indices fit well the data as the recommended values are approaching 1.

Table 8. Model Fit Indices

Model	CFI	GFI	AGFI
Default model	0.944	0.969	0.937
Saturated model	1.000	1.000	
Independence model	0.000	0.438	0.326

Source: Field Data (2024)

5. Conclusion

The study observed that recognition with respect to policy, forms and frequency influences employee performance Tanzania Airports Authority. Since recognition is revealed to influences employee performance, it is vital for TCAA management to improve its employee recognition practices in terms of policy, forms and frequency. The researcher suggest that it will be of a great value to examine how internal and external factors influence employee recognition on job performance.

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