The  $2^{nd}$  East African Conference of Business Management, Arusha- Tanzania Hosted on  $24^{th}-25^{th}$  November, 2021

ISSN: 2714-1993

\_\_\_\_\_\*\*\*Original Research\*\*\*\_\_\_\_\_

# QUALITY OF LIFE OF SMALLHOLDER COFFEE FARMERS USING WAREHOUSE RECEIPT SYSTEM IN MBOZI DISTRICT

# Angela D. Lyimo

Postgraduate Department Institute of Accountancy Arusha

&

## Adv. Zaharani Kisilwa

Department of Postgraduate Studies Institute of Accountancy Arusha



This article is freely brought to you by the Department of Business Management, Institute of Accountancy Arusha, Tanzania. It is accepted for inclusion to the conference proceedings after a peer review process.

## **Abstract**

This study was conducted to assess the quality of life of smallholder coffee farmers that use warehouse receipt systems in the Mbozi District. The grounded theory research design was applied to assess the benefits of the warehouse receipt system in smallholder coffee farmers' lives by using a qualitative approach. Studies have shown that warehouse receipt systems give farmers access to loans; hence a concern of improvement in the quality of life of smallholder coffee farmers arose. The sample size of the study was 30 respondents from smallholder coffee farmers, Coffee Management Services and Mbozi Coffee Curing Company Ltd warehouse operators, Agricultural and Marketing Co-operative Society leaders, Co-operative and Rural Development Bank, and Mbozi district cooperative officers, obtained by purposive and convenience sampling. Data was collected from interviews and conducting focus group discussions. Thematic analysis was used to analyse data. The study found that the warehouse receipt system has improved farmers' material living conditions, quality of education attained by their dependents, quality of farming activities, quality of health, economic security, and physical safety. The study concluded that the warehouse receipt system improves the quality of life of smallholder coffee farmers in the Mbozi District. The government through the Bank of Tanzania is advised to review and set favourable terms and conditions for loans payable to farmers. The focus should be on the reduction of loan interest rates charged by commercial banks and setting favourable loan repayment periods in order to reduce the costs added to farmers and promote farmers' involvement in the warehouse receipt system

**Keywords:** Warehouse receipt system, Quality of Life, Smallholder coffee farmer, Mbozi, Tanzania.

## 1. Introduction

The warehouse system has a long tradition in many Western countries and in parts of the developing world. In most of Eastern Europe and Central Asia, warehouse recipt system was introduced after the collapse of the Soviet system. In developing countries, the warehouse receipt system (WRS) was adopted for developing agricultural markets (Onumah, 2015). In Africa, the development of warehouse receipt systems emerged as an important means of improving the performance of agricultural marketing systems following liberalisation in the 1980s (Onumah, 2010). Progress in promoting WRS and related market institutions in Africa has generally been slow or limited but interest remained high in Eastern and Southern Africa as well as elsewhere in the continent (Onumah, 2010). Among the countries that WRS was introduced include Tanzania, Uganda, Kenya, Zambia, Malawi, and Zimbabwe (UNCTAD, 2009).

In East Africa, the warehouse receipts system was introduced for the first time in Tanzania in the year 2002 for coffee and cotton as pilot crops (Rajuldevi, 2019) and commenced its implementation in 2007. In Kenya, WRS was inaugurated in July 2020 and started effective implementation in October 2020 (Kenya News Agency Publications, 2020). The introduction of WRS was the government's way to ensure that there is a stable and fair market for crops and enable farmers to store their crops in warehouses and sell them later when prices were attractive (Patil, 2017). Among other benefits, the system was expected to create linkages to the existing networks, bring flexibility in the sale process and enable smallholder farmers obtaining alternative collaterals for agricultural loans.

According to MKUKUTA and National Development Vision 2025 (URT, 2008) Tanzania intends to reinforce its warehouse regulatory regime so that receipting can be used for staple grains as has been achieved for export crops such as coffee, cotton and coffee. While this is the national direction, challenges in regard to the use of WRS in coffee farming for smallholder coffee farmers still abound, among them include the market prices stability which is important for farmers to make storage decisions

and for financial institutions to finance. Others are lack of knowledge to stakeholders on the advantages and disadvantages of WRS (Thunde & Job., 2020), lack of transparency in the system, minimum price setting by the government, inadequate storage facilities in warehouses (Masali, 2013), significant costs for storing commodities in commercial warehouses and getting a WR loan (Miranda, 2017). That is why this study was conducted, to assess the influence of WRS in improving the quality of life of smallholder coffee farmers.

In Mbozi district, most inhabitants are involved with coffee farming as the main cash crop. Coffee is of great importance dominant crop to Mbozi farmers because it is a traditional crop to them and it contributes to 93% of income to farmers' households for their welfare and for income diversification (Mhando & Ntengua, 2018). However, Mbozi coffee farmers face a number of challenges including poor extension services, limited supply of agro-inputs and lack of credits. (Mhando & Ntengua, 2018). This means improving agriculture implies improving smallholder farmers' livelihood (Joshi, 2018).

WRS is a proposed mechanism to solve the challenge of inaccessibility of funds and unreliable markets. The system presents significant opportunities necessary for improving the quality of life of smallholder farmers. When it was introduced in Tanzania, it was expected to solve market problems and bring efficiency in the marketing of the crops (Rweyemamu, 2017). Contrary to expectations, studies conducted on the outcomes of the use of WRS in other crops have produced confusing results. It has been reported that farmers continue to experience problems in marketing their crops like increase of total costs from the study on the assessment of WRS roles in improving smallholder farmers' income (Ngondo, 2014), mistrust, lack of transparency, and delay of payments from the study of WRS for cashew nuts and its contribution to small scale farmers in Masasi (Kidando, 2014) and conservativeness of persons involved in the implementation of the system. Furthermore, despite many government efforts to convince smallholder farmers to use WRS in marketing their crops, there is still a very low acceptance in the northern regions of Tanzania WRS in coffee marketing.

However, it has been reported that WRS has performed well in securing good prices for various commodities. For example, in Ruvuma region farmers sold their peas at better prices by using WRS compared to other market prices (TAMISEMI, 2021) and in a study conducted by Mapunda et al (2018) on the assessment of the influence of credit access through WRS in farm productivity of smallholder cashew nut farmers in Tandahimba it was concluded that credit accessed through WRS had a significant positive influence on cashew nut productivity.

But from these studies, it was not shown clearly if the advantages of WRS experienced by farmers have led to the improvement in the quality of life of smallholder farmers. In addition, the researcher did not come across the study that has been conducted on assessing the improvement of quality of life of smallholder coffee farmers in Mbozi district while WRS has been practiced in Mbozi district for many years, for coffee and sesame marketing.

Therefore, little was known about the influence of WRS on the quality of life of smallholder coffee farmers. Thus, this is the research gap that the researcher wants to fill by conducting a study that aims at assessing the quality of life (QoL) of smallholder coffee farmers using WRS in Mbozi District.

Given the above background, this study was carried out with the purpose of assessing the quality of life of smallholder coffee farmers in Mbozi district. Specifically, the study aimed at identifying the benefits of WRS in smallholder coffee farmers' lives. Knowledge of how these factors affect the quality of life of smallholder coffee farmers will help the government to improve policies on WRS practices in the coffee sub-sector and other sub-sectors. It will facilitate the government to improve the agricultural marketing system so that the agriculture sector will improve the quality of life of smallholder farmers, increase national production level and increase contribution of the agriculture sector to the national GDP.

## 2. Literature review

Quality of life (QoL) is defined as an individual's perception of their life's position in the context of the culture and value systems in which they live and in relation to their expectations, goals, standards, and concerns (WHO, 2008). It is a broad picture of how well-off the citizens of a society are, depending significantly on their priorities and needs (Eurostat, 2020). There is no universal QoL determination (Ruževičius, 2007). It is in fact a measure beyond Gross Domestic Product (GDP).

This study is guided by the quality-of-life theory. originated from Abrahams Maslow, based on human developmental perspectives. It is a theory that states that five categories of human needs govern an individual's behaviour. Those needs are physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualisation needs (Maslow, 2019). In a society whose composition is of less developed people, its people would be preoccupied in satisfying their low-order needs which are biological and safety-related. Whereas developed society is composed of people who would be preoccupied with satisfying high-order needs including willing participation in social activities, esteem and social actualisation activities. So, the greater need for satisfaction implies higher QoL. The theory was used to assess benefits obtained by smallholder coffee farmers' after the introduction of WRS, assess its influence in famers' lives in comparison to their lives before application of WRS in relation to farmers' goals and expectations, and if WRS had given any sense of purpose into smallholder coffee farmers' lives.

In this context, improved QoL is the outcome of the assessment of the benefits gained by smallholder coffee farmers from WRS operations compared to their lives before when using the other coffee marketing system. However, it has been noticed that there is a limited number of works of literature on how WRS impacts smallholder farmers' lives. A study conducted by Terano and Mohamed (2013) in granary areas in Malaysia on the quality of life among paddy farmers concluded that factors that determine the level of quality of life include satisfaction with; government support, farming works, collaboration amongst farmers, hobbies and leisure, living conditions within the society and income. Another study conducted on profit aspects of WRS concluded that, there is a minute increase of the profitability per acre to cotton farmers from a study conducted in Maswa district on assessment of profitability of WRS (Milao, 2011). Also, it was concluded that WRS is profit efficient to rice-paddy farmer-users of Kilombero district than to non-users (Mwanitu, 2015). Moreover, from the study conducted in Mbinga by Mapunda et al., (2018) it was decided that farmers who had access to agroinputs credit through WRS had higher coffee productivity by 42 kg/ha of coffee than farmers who did not use WRS. Few WRS studies that have been conducted in Tanzania, have not show whether WRS contributes to the level of quality of life experienced by farmers. This study assessed the benefits of WRS attained by farmers in relation to satisfaction with life. Tanzania Warehouse Licensing Board (2013)

illustrates that WRS facilitates the storage of commodities, enables future trade, improves the quality of crops, and gives farmers access to credit, without moving the commodities from the licensed warehouse. Conceptually, these are opportunities for farmers which if they are properly grasped, WRS is expected to benefit farmers in ways that improve their QoL.

Improved QoL can be shown by various indicators. According to 8+1 EU (2013) the indicators of QoL of people living in a certain area are; firstly, quality healthcare which improves the overall psychological, physical and emotional well-being of the society, especially in reducing mortality and disability, and increasing life expectancy, fertility and socio-economic productivity. Secondly, is the quality of education as this determines the level of skills and competence farmers and their children acquire. As a result, it determines the type of work of the economic activity farmers' children and dependents engage in and adoption of agricultural technologies hence, the progress of their lives. Thirdly, the natural and living environment of farmers determines their QoL, especially if WRS promotes environmental conservation to minimise environmental pollution which will determine farmers' health and economic prosperity. Fourthly are governance and basic rights. If good governance is practiced and coffee farmers are involved in decisions making, then they will trust their institutions or government and participate willingly in the development activities. Fifthly is the quality of fieldwork of farmers measured in the productivity, working hours, work-life balance, and safety in the fields. Sixthly, material living conditions are measured in consumption, income, investment, and material conditions which in general ensure fiscal safety to farmers. Seventhly, quality of leisure and social interaction as they contribute to life satisfaction of a farmer, measured in the amount of time spent in social gatherings either for sports or cultural events and satisfaction on the time spent for social interaction. According to Pukuliene & Starkauskiene (2011), quality of leisure and social interaction involves interpersonal relationships with friends, family, and relatives. Eighty, economic security and physical safety are measured in the ability of a farmer to face economic shocks through increased storage capacity for commodities and food security, reduction in risks, vulnerabilities, crimes, and violence in society. Additionally, QoL can also be measured by overall life experience in satisfaction with life, personal feeling, and a sense of having a purpose in life.

# 3. Methodology

The study adopted a grounded theory research design. The study population constituted smallholder coffee farmers of the Mbozi district. The study applied a convenience sampling technique to obtain respondents who were willing and available to participate in the study. It also applied the purposive sampling technique to obtain respondents who have been using WRS for a period of at least two years. This is because the coffee marketing system was reformed in 2018 and many AMCOS were registered and began using WRS. Since the study employed a qualitative approach with a grounded theory research design, there was a need of selecting a sample size that matches with objectives of the study, which is large enough to ensure research questions are addressed, several opinions are observed, and repetitions are minimised but also ensure that point of saturation is met. Cresswell (1998) suggested that a sample size of 20 to 30 to be adequate to meet saturation point. This study engaged a sample size of 30 respondents to ensure that all relevant data is collected and saturation point is achieved. Data was collected through face-to-face interviews and focus group discussions (FGD) with farmers and key informants asking them open-ended questions on different aspects. FGD helped to identify and clarify shared knowledge among smallholder coffee farmers, CMS and MCCCo officers, which would

otherwise be difficult to obtain with a series of individual interviews. Respondents were probed on the opportunities and benefits attained after using WRS that have influenced their lives. More details were obtained from FGD where intensive discussions with farmers and WRS were conducted in order to get their common views and experiences on the changes that WRS has caused in smallholder coffee farmers' lives, with the facilitation of the Mbozi district co-operative officer as a moderator. Interviews were taken into notes and audio recorded. Interviews' verbatim transcriptions were analysed for thematic content, and then grouped the transcriptions into codes, then into sub-themes and lastly into categories of themes so as to establish the general knowledge on the impacts of WRS in improving the QoL of smallholder coffee farmers. To validate data collection tools, experts in the research reviewed the data collection instruments and corrections were made, FGD checklist and interview guides were checked by the supervisor, and the language used was 'Swahili so that every interviewee would understand the questions well in order to get the relevant information which are accurate and which reflect the influences of WRS in smallholder farmers' lives.

## 4. Findings

It was discovered that, 99% members of the sampled AMCOS are involved in WRS. Their participation constitutes 62.5% males, and 37.5% females, meaning that participation for males in WRS is almost doubled than their female counterparts while the general national population consists of more females than males.

Respondents were asked open ended questions to state whether WRS has improved their lives or not and explain the extent of their improvement. Most of their responses were categorised into five themes (Table 2) namely: Material living conditions, quality of education, quality of farming works, quality of health, economic security and physical safety.

In material living conditions were grouped into 3 sub-themes; 100% of respondents said that WRS give them access to capital through loans in order to attend to their financial needs, 72% of respondents believed that WRS has increased their income and 71% claimed that WRS has contributed to their increasing ownership of assets. In the interview, on respondent narrated:

"WRS has increased income to farmers, because through loans, farmers invest the money they get in various businesses even in coffee, hence generates extra income from the loans. Since these loans are repayable to a maximum of one year, farmers who invest in other businesses can generate big profit and increase their income. Our district is undergoing major economic changes; there are lots of investment opportunities. In short, Mbozi district's economy depends on coffee. Farmers that have well-chosen their investments have prospered. Many have opened hardware for selling building materials, electric material shops, clothes and kitchen ware utensils shops. (AMCOS leader).

**Table 2: Emerging themes** 

No.	Themes	<b>Sub-themes</b>	Sampled quote	%
No. 1	Themes  Material living conditions	Access to capital	"borrowing helps us to participate in agriculture because during farming season majority of us are broke and are not capable of buying farm implements. Furthermore, WRS has helped us much because even if we are broke, we are not worried of how we can get money when we have family responsibilities that need money to solve". (Farmer)  "At least for now the situation is better. For example, after a contract is signed, warehouse operators pre-finance farmers by providing small loans which farmers use for coffee picking and processing. They also provide agroinputs loans like fertilisers and pesticides to farmers so that farmers can proceed with their farm activities even if they don't have cash. This amount will be deducted when coffee is sold" (AMCOS leader)  "It helps to strengthen my working capital for farming and business activities". (Farmer)  "In the past, many farmers after receiving their coffee proceeds were abandoning their families and go to relax in town for months, use all the money lavishly until all the money is finished and come back home while they are	<b>%</b> 100%
		Increase in income	1	72%

71%
72%
72%
72%
72%
72%
72%
72%
72%
72%
72%
72%
1 4 70
56%
_

			my farms." (Farmer)	
			"Most of the farmers are now independent; some have their	
			own tractors and other farming inputs. When you ask them,	
			I think WRS has its hand in their upliftment" (AMCOS	
			leader)	
			"To be frank, since the introduction of warehouses, our	
			income has increased. For me, I cannot say that I haven't	
			•	
			improved financially. I know, even if you ask every one of	
			us, nobody has remained the same as the way a situation	
			was before warehouses. My coffee production has	
			increased from 3.5 tons to 6 tons because I was able to buy	
			fertilisers and herbicides and apply them in the farms on	
			time" (Farmer)	
		Increased	"Those who denounce WRS have their hidden agenda,	89%
		adoption of	which for me I call it an evil mission of killing the farmer's	
		agricultural	dreams. Just imagine, as we are speaking, WRS has rapidly	
		technologies	increased productivity because we can easily get funds and	
		and	agro-inputs as loans, and enable us to attend our farms	
		increased	with no delays. When it is time for fertilisers application or	
		productivity	time for insecticides or herbicides application farmers can	
			apply on time. When it is time for coffee picking, we can do	
			so on time, so coffee will not overripe while on trees. So,	
			this has contributed to increasing in productivity"	
			"Farmers adopt agricultural technologies easily because of	
			the availability of loans and increase of purchasing power.	
			Farmers follow good agricultural practices by proper	
			management of their farms, making sure that fertilisers and	
			pesticides are applied on time, old variety trees are	
			uprooted and improved varieties are planted'	
		Increased	"We have increased our involvement in agricultural	68%
		involvement	activities like coffee farm expansion, food crops and	
		in	vegetables farming." (Farmer)	
		agricultural		
		activities		
4	Increased	Increased	"It was a common practice in our village for us farmers to	62%
	economic	households'	sell our food crops like maise and beans at throwaway	
	security and	food security	prices whenever we needed some money for solving family	
	physical		commitment like paying for tuition fees for our children or	
	safety		sending our family members to the hospital for medical	
			treatment we would sell them until all of the reserves are	
			finished. Then when we receive our coffee proceeds, we	
			bought food for our families at high prices. But now, things	
			are different."	
5	Improved	Increased	"Nowadays, I can attend to my family's health concerns	78%

quality	of	access	to	without stress. If a family member is sick, I can take them to
health		health		the hospital without worrying about how to pay for medical
		services		bills".
				"WRS has helped us, farmers, to get health insurance cards
				from the National Health Insurance Fund (NHIF). We
				applied for this scheme, and then insurance officers
				checked our records in the AMCOS and in the warehouse.
				Thereafter, they gave us the NHIF cards that allow us and
				our family members to get medical attention in the nearby
				hospitals whenever we feel sickand the cost is
				reasonable. Only TZS 76,800/= as annual contribution"

**Source:** Researcher, (2021). (Table 2 continued) Emerging themes and sampled quoted on quality of life

From the response, it can be noted that borrowing assists farmers to participate in agriculture, solve their families' financial problems and invest in various businesses for income diversification.

In terms of the quality of education, the vast majority of respondents (72 percent) stated that WRS has increased their ability to pay for educational-related costs for their children and other family members. During the FGD, they stated that WRS loans allowed them to pay their dependents' school fees and send them to school on time. According to one respondent:

"Farmers have been able to readily send their children to school (from primary school to university) because they can simply obtain monies from the AMCOS to pay their fees and give various educational financial aid. Despite the fact that the government provides free elementary and secondary education, there are some expenses that must be met, such as school uniforms, exercise books, pens, and food while at school and others. Farmers can provide all these because of the availability of funds through WRS loans in their AMCOS. Others have managed to send their children into private schools and pay for university fees for those who did not get loans from the "High Education Students Loan Board". (AMCOS leader).

The above responses show that WRS has increased access to education for their dependents.

In terms of the quality of farming activities, 56 percent of respondents said that WRS has increased farmers' ability to buy agro-inputs like fertiliser and pesticides regardless of price increases; 89 percent said that it has increased adoption of agricultural technologies, including on-time application of recommended agro-inputs into their farms, resulting in increased productivity; and 68 percent said that WRS has increased their involvement in agricultural activities. Farmers can now cultivate food crops and practice animal husbandry thanks to WRS. According to one interviewee:

"WRS has enabled me to buy a water pump for irrigating my coffee and other crops. I have also been able to buy fertilisers and herbicides to apply to my coffee farm. In the previous season, there were not enough fertilisers in shops, and if you managed to find them, they were sold for very high prices compared to 2019. So, I applied for a loan and managed to get it without delays. If it were not for these loans, I would not be able to buy enough fertiliser for my farms." (Farmer).

From the above response, it is evident that WRS contributes greatly in increasing productivity.

In households' food and asset security, 62% of respondents said that WRS has increased food and physical security.

"It was a common practice in our village for us farmers to sell our food crops like maise and beans at throwaway prices whenever they needed some money to solve family commitments, like paying for tuition fees for our children or sending our family members to the hospital for medical treatment... we would sell them until all our reserves were finished. Then, when we received our coffee proceeds, we bought food for our families at high prices. But now, things are different." (Farmer).

Interviewees explained further that storing their coffee in the warehouses has reduced theft of coffee from their farms as well as their premises.

Moreover, in health aspects, 78% of respondents said that WRS has increased their access to health services. Attesting to that, one respondent said:

"WRS has helped us farmers get health insurance cards from the National Health Insurance Fund (NHIF). We applied for this scheme, and then an insurance officer checked our records in the AMCOS and in the warehouse. Thereafter, they gave us the NHIF cards that allow us and our family members to get medical attention at the nearby hospitals whenever we feel sick... and the cost is reasonable. only TZS 76,800/= as an annual contribution." (Farmer).

From the respondents' statement, WRS has a major contribution to improving the physical and emotional wellbeing of farmers.

## 5. Discussion

Findings in this study show that:

Farmers' access to materials for daily living has increased as a result of WRS loans, which increase farmers' purchasing power while they wait for their coffee to be auctioned. They also serve as working capital for income and activity diversification by investing in various business opportunities available in their areas. Furthermore, because of the ability to purchase agro-inputs for on-time application on their farms, these loans enable farmers to continue with their farming activities smoothly, increasing farmers' income and financial liquidity. This means that farmers will not have to sell their valuable properties to meet their financial obligations. Farmers have been able to purchase land for business and expansion of farming activities, build new houses, and some have been able to own transportation vessels such as motor vehicles, motorcycles, tricycles, and bikes for their families and commercial purposes. Others have been able to purchase home appliances such as radios, televisions, gas cookers, fridges, and other home utensils. According to Rao and Min (2017), an improvement in material living conditions contributes to life decency. Respondents in three AMCOS, for example, stated that many farmers have stopped sleeping on local mattresses known as "virago" in comparison to the period prior to WRS practices. Many people nowadays sleep on modern mattresses. They also stated that local mattresses are extremely rare even in market places. Others responded that, at the moment, the majority of them wear shoes. In comparison to previous years, they no longer walk barefoot. In addition, compared to previous years when farmers could not afford motorcycle fare and were forced to walk regardless of the long distances and time lost, the majority of them now use public transportation such as 'bajaji' and motorcycles, commonly known as 'bodaboda.'

WRS has improved educational opportunities for farmers' children and other dependents. Farmers have reported being able to send their children to government schools on time, compared to before WRS practices. Although primary and secondary government schools do not charge tuition, other school requirements such as school uniforms and exercise books are not cheap to meet, so if parents do not have enough money, their dependents may be denied admission. Respondents testified that in order to provide a better education for their children, they used WRS loans to send their children to private schools and even universities. As a result, the community will be more knowledgeable. According to the 8+1 EU (2013), education quality determines the level of skills, competence, and type of work people will engage in, and thus the level of progress in their lives. Therefore, WRS has increased the quality of education among smallholder coffee farmers' family members.

Coffee productivity has also increased, according to the findings. Coffee productivity can be used to assess the quality of a farmer's labour. Farmers' increased access to agro-inputs in the form of loans has encouraged farmers to participate in agricultural activities involving coffee and other crops. Furthermore, findings revealed that, despite increases in the prices of agro-inputs such as fertilisers and insecticides, farmers were able to purchase them thanks to WRS loans. Some farmers have been successful in purchasing agricultural equipment and other resources such as knapsack sprayers, power tillers, water pumps, and agro-chemicals. It is self-evident that if farmers are not assisted in some way, agriculture will underperform and production will decline year after year. This is because, without support, farmers may not be able to adapt to various uncertainties facing agriculture, like climate change, destructive insects, coffee diseases, high agro-input prices, and many others. Other farmers have managed to incur costs for uprooting traditional coffee trees and planting improved varieties with a high yield of 2 kg to 3 kg on a single tree, as opposed to traditional varieties with a maximum average yield of 1.5 kg per tree. This concurs with Mapunda et al. (2018) in their WRS study, which concluded that credit accessed through WRS had a significant positive influence on productivity.

What is more, the findings show that farmers are experiencing increased food security in their households and reduced financial stress at the family level. From the FGDs, it was a general consensus that farmers do not need to sell their stored food crops to middlemen at low prices or sell their valuable belongings just when they are in need of quick cash, but rather apply for loans in the AMCOS and have a guarantee of selling their coffee at a good market price. This means that farmers have stability in their food reserves. As a result, starvation is not common among WRS coffee farmers. Moreover, collective storage of coffee in warehouses has reduced theft of coffee on farms and at farmers' premises. This implies that farmers' economic security and physical safety have increased. There is less financial shock and stress. WFP's (2019) report suggested that increased food security and reduction of shocks and vulnerabilities improve farmers' lives.

Also, findings show that WRS has increased their access to health services due to the enrolment in the NHIF insurance scheme for farmers known as "Ushirika Afya," which allows farmers and their family members to register at a favourable annual contribution. The bank pays health contributions to NHIF offices as loans on behalf of coffee farmers whose AMCOS have active accounts in the bank and takes

loans from the bank. This enables farmers to get insured on time. Then farmers will repay the loan without interest after the sale of coffee. In this scheme, a farmer contributes TZS 76,800 per year, whereas a farmer's child contributes TZS 50,400 per year. Also, because of the increased purchasing power obtained from WRS loans, farmers do not worry about the medical costs of their family members and beloved ones who are not insured in health because of the ability to pay medical bills. In another instance, FGDs revealed that in Ipyana village, WRS has enabled AMCOS members to greatly contribute to the construction of the village dispensary from the foundation to the finishing stage by providing manpower and money. Now, the village dispensary serves all members of the community, including expecting mothers, children, and the elderly, with no need to travel a long distance to get medical checkups and treatments. Generally, it has reduced deaths that may have been a result of a lack of medical services in their village. It is known by many that medical costs are expensive; therefore, WRS has clearly brought great relief to medical issues for farmers.

Generally, WRS has brought comfort to farmers. While waiting for their coffee to be auctioned, farmers do not worry about how to attend to their family's financial needs. When they were asked, most farmers said that they are satisfied with the changes that WRS has brought into their lives. Farmers are nowadays experiencing fewer financial tensions compared to before using WRS. Nowadays, they settle with their families, with no need to run or hide from their creditors, who would previously confiscate their assets or coffee for repayment of outstanding loans.

## 6. Conclusion

Conclusively, in the Mbozi district, the QoL of smallholder coffee farmers has improved economically and socially from the use of WRS. Although WRS has not touched all aspects of QoL, the system has contributed to positive changes in farmers' lives and increased farmers' satisfaction with life. Findings show that indicators for improved QoL were established from the revealed benefits acquired by smallholder coffee farmers. However, increased participation of smallholder coffee farmers in WRS will strengthen the system and increase farmers' satisfaction with life. Improving the QoL of smallholder farmers in the rural areas of Mbozi is necessary for the district's economy because most of its occupants are coffee farmers.

## 7. Recommendations

For the purpose of WRS to improve the QoL of smallholder coffee farmers, the government should address the various challenges that face WRS implementation in Mbozi. Firstly, the government, through district co-operative officers, should conduct more training and awareness programs to increase farmers' participation so that the benefits attained from WRS will be widely enjoyed by a large range of smallholder farmers in the country. Secondly, the government is advised to review and set favorable terms and conditions through the Bank of Tanzania (BoT) for WRS loans payable to farmers. The focus should be on loan interest rates charged by commercial banks and loan repayment periods. Loan interest rates should be set in ways that give relief to farmers. Loan processing time should be reduced in order to meet farmers' needs. Thirdly, commercial banks should improve their rules and regulations by reducing loan processing time and loan confirmation. Furthermore, the government, through TCB, is asked to reduce coffee levies that are deducted from farmers' coffee proceeds to reduce the heavy burden of costs carried by coffee farmers. In addition to that, beneficiaries of coffee levies should be monitored to ensure that they provide the expected support services to coffee farmers. The government, through the Tanzania

Fertilizer Regulatory Authority (TFRA) and the Tropical Pesticides Research Institute (TPRI), should also emphasise the availability of quality agro-inputs, especially fertilisers, pesticides, and herbicides, to reduce crop loss. More efforts should be concentrated on the quality control of the imported agro-inputs and agro-chemicals in our country so that farmers can get genuine agro-inputs at favorable prices. TCB should set favorable coffee indicative prices to enable farmers to get a sufficient number of WRS loans. Moreover, the government should subsidise farmers when coffee world market prices go down compared to the set indicative prices since WRS has failed in securing good coffee prices.

## REFERENCES

- Abiola, J., & Asiweh, M. (2012). Impact of Tax Administration on Government Revenue in a Developing Economy -A Case Study of Nigeria. *International Journal of Business and Social Science*, 3(8), 59-82.
- Abubaha, A. (2019). *Job Satisfaction Strategies to Improve Performance of Small Businesses*. Doctoral Thesis, Doctor of Business Administration: Walden University.
- Abubakar, I. R., & Dano, U. L. (2018). Socioeconomic challenges and opportunities of urbanization in Nigeria: In Urbanization and its impact on socio-economic growth in developing regions. Hershey, Pennsylvania: IGI Global.
- Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology, II*(67), 422-436.
- Adesina, A. A., Bugo, N., Makinde, K., Bigirwa, G., & Wakiumu, J. (2012). Improving farmers' access to agricultural inputs and finance: Approaches and lessons from sub-Saharan Africa. In e. a. In Hazell, *New directions for smallholder agriculture*. Oxford: Oxford University Press.
- Aguinis, H. (2009). *Performance Management*. (2nd Edition ed.). Dorling Kindersley India Pvt. Ltd.
- Ahenkan, A., Tenakwah, E. S., & Bawole, J. N. (2018). Performance management implementation challenges in Ghana's local government system: Evidence from Sefwi Wiawso Municipal Assembly. *International journal of productivity and performance management*, 67(3), 519-535.
- Ahmad, R., & Bujang, S. (2013). Issues and Challenges in the Practice of Performance Appraisal Activities in the 21st Century. *International Journal of Education and Research*, *1*(4), 1-8.
- Albanese, R. (1975). *Management: Toward Accountabilty for Performance*. Minnesota: R. D. Irwin.

- Ali, A., & Ahmed, M. S. (2018). The Impact of Reward and Recognition Programs on Pmployee's Motivation and Satisfaction: An Empirical Study. *International Review of Business Research Papers*, V(1), 270-279.
- Altman, E. (1984). A Further Empirical Investigation of the Bankruptcy Cost Question. *The Journal of Finance.*, Vol. 39, pp. 1067-1089.
- Alvesson, M. (2002). Understanding Organizational Culture. SAGE Publication.
- Amin, A., Nadeem, A., Parveen, S., Kamran, M., & Anwar, S. (2014). Factors Affecting Tax Collection in Pakistan: An Empirical Investigation. *Journal of Finance and Economics*, 2, 149-155. doi:10.12691/jfe-2-5-3
- Amin, M. A. (2013). Is There an African Resource Curse. *Paper presented to the House Sub-Committee on Africa*, 3. New York.
- Ana-Maria, & Ghiorghe, B. (2014). Determinants of Performance in the Romanian Insurance Market. *International Journal of Academic Research in Accounting, Finance and Management Sciences, Vol. 4.*
- Anderson, J., Marita, C., & Musiime, D. (2016). *National Survey and Segmentation of Smallholder Households in Tanzania: Understanding Their Demand for Financial, Agricultural, and Digital Solutions*. CGAP.
- Appelbaum, B. (2013, October 26). 'In Fed and out, many now think inflation helps. *New York Times*.
- Arasli, H., Mehtap-Smadi, S., & Katirchioglu, S. T. (2005). Customer Service Quality in Greek Cypriot Banking Industry. *Managing Service Quality*, 15(1), 41-56.
- Areni, C. S. (2003). Examining Manager's Theories of How Atmospheric Music Affect Perception, Behaviour and financial Performance. *Journal of Retailing and Consumer Services*, 10(1), 263-274.
- Ashraf, Z., Jaffri, A. M., Sharif, M. T., & Khan, M. A. (2012). Increasing Employee Organizational Commitment by Correlating Goal Setting, Employee Engagement and Optimism at Workplace. *European Journal of Business and Management*, 4(2), 71-77.
- Athanasoglou, P. P., Sophocles, N. B., & Mathaios, D. D. (2005). *Bank-Specific, Industry-Specific and Macro Economic Determinants of Bank Profitability*. Working Paper, Bank of Greece.
- Athanatsoglous, P. (2005). Bank- Specific, Industry-Specific, and Macroeconomic Determinants of Bank Profitability. *Bank of Greece Working Paper No.25*. Bank of Greece Working Paper.

- Ayodele, T. D. (2014). An Empirical Evaluation of Impact of Exchange Rateon the Nigeria Economy. *Journal of Economics and Sustainable Development, Vol.* 5(No. 8).
- Babar, H. Z., & Zeb, G. (2011). CAMELS Rating Sysytemfor Banking Industry in Pakistan: Does CAMELS System Provide Similar Rating as PACRA System in Assessing the Performance of Baks in Pakistan? *Masters Degree Thesis: Umea School of Business, Umea University*. Pakistan.
- Badar, R., & Saeed, A. (2013). Impact of Capital Structure on Perfprmance: Empirical Evidence From Sugar Sector of Pakistan. *European Journal of Business and Management.*, Vol. 5(No. 5), pp. 78-86.
- Balcioglu, H., & Nihinlola, A. J. (2014). Perception of employee towards performing performance evaluation system: Case study of National horticultural research institute (NIHORT), Nigeria. *International journal of business and social science*, 5(8).
- Bana, B. (2009). Performance Management in the Tanzania Public Service: A paper Presented at the Conference on Governance Excellence: managing Human Potential' Held at Arusha International Conference Centre, United Republic of Tanzania, from 2nd -4th March. Arusha.
- Bana, B. A. (2009). The Role of Human Resource Development in Transforming the Public Service. *Workshop for Capacity Building for Human Resource Development Policy and Strategy in Africa*. Arusha: Unpublished Paper .
- Bana, B., & Mc Court, W. (2005). *Institutions and Governance: Public Staff management in Tanzania*. Manchester: Institute of Development Policy and Management.
- Baron, H., Henley, S., McGibbon, A., & McCarthy, T. (2012). *Motivation Questionnaire Manual and User's Guide* (1st ed.). Sussex, NJ: Saville and Holdsworth Limited.
- Baron, H., Henley, S., McGibbon, A., & McCarthy, T. (2012). *Motivation Questionnaire Manual and User's Guide*. Sussex New Jersey: Saville and Holdsworth Limited.
- Baron, H., Henley, S., McGibbon, A., McCarthy, & T. (2012). *Motivation Questionnaire Manual and User's Guide*. Sussex: Saville and Holdsworth Limited.
- Barro, R. (1996). Determinants of economic growth: A cross country empirical study. *NBER Working paper*, *Vol.* 56(No.98), pp.22-29.
- Barth, M., & Eckles, L. (2009). The Empirical Investigation of the Effect of Growth on Short Term Changes in Loss Ratios. *Journal of Risk and Insurance*.

- Baskar, D. P., & Rajkumar, K. R. (2015). A Study on the Impact of Rewards and Recognition on Employee Motivation. *International Journal of Science and Research (IJSR)*, 4(11), 1644-1648.
- Baxter, D. (1967). Leverage, Risk of Ruin and The Costof Capital. *Journal of Finance.*, Vol. 22(No. 4), 395-403.
- Beer, M., & Walton, R. E. (2014). Reward Systems and the Role of Compensation. In J. G. Searle (Ed.), *Manage People, not Personal* (pp. 17-18). Boston: Harvard Business Review.
- Belal, A. R., & Owen, D. L. (2007). The Views of Corporate Managers on the Current State of, and Future Prospects for, Social Reporting in Bangladesh: An Engagement Based Study. *Accounting and Auditing Accountability*, 20(3), 472-494.
- Bernelot, R. M. (2013). Revenue Diversification for Museums. Rotterdam: Erasmus University.
- Bhuvanaiah, T., & Raya, R. P. (2015). Mechanism of Improved Performance: Intrinsic Motivation and Employee Engagement. *SCMS Journal of Indian Management*, 12(4), 82-97.
- Bill, W., Charlotte, C., Vera, S., & Stewart, F. (2005). Exploratory Factors Analysis of the Research and Development Culture Index among Qualified Nurses. *Journal of Clinical Nursing*, *14*, 1042-1047.
- Birdir, K. (2002). General Manager Turnover and Root Causes. *International Journal of Contemporary Hospitality Management*, 14(1), 43-49.
- Bleaney, M., & Greenaway, D. (2001). The impact of Terms of Trade and Real Exchange Rate Volatility on Investment and Growth. *Journal of Development Economics, Vol. 65*(No. 2), pp. 491-500.
- Bogdanova, A., Enfors, H., & Naumovska, S. (2016). Work Environment Stressors-The Link Between Employees' well-being and Job Performance? Bachelor dissertation: Jönköping University (2016).
- Boniface, N. L. (2014). Managing Change Through Open Performance Review and Appraisal System (OPRAS) in Tanzania Public Service: A Case of Lindi Municipal Council. Dar es Salaam: University of Dar es Salaam.
- Bourne, M., Neely, A., Mills, J., & Platts, K. (2003). Implementing Performance Measurement Systems: a literature review. *International Journal of Business Performance Management*, 5(1), 1-24.

- Browne, M., & Hoyt, R. (1999). Economic and Market Predictors of Insolvencies in the Life-Healtg Insurance Industry. *The Journal of Risk and Insurance*.
- Buberwa, E. (2015). Role of Motivation on Academic Staff Performance in Tanzania Public Universities: Underpinning Intrinsic and Extrinsic Facets . *European Journal of Business and Management*, 7(36), 219-230.
- Bunker, J. (2001). The role of medical care in contributing tohealth improvements within societies. Epidemiol: Int J.
- Burgess, S., Croxson, B., Gregg, P., & Propper, C. (2003). *The Intricacies of the Relationship Between Pay and Performance for Teachers: Do teachers respond to Performance Related Pay schemes?* Leverhulme Trust.
- Caprara, G., Barbranelli, C., Steca, P., & Malone, S. (2006). Teachers' Self-Efficacy Beliefs as Determinants of Job Satisfaction and Students' Academic Achievement: A Study at the School Level. *Journal of School Psychology, No. 44 (6), pp. 473-490.*, 44(6), 473-490.
- Carly, S. F. (2002). *Environmental and Social Responsibility Report*. New York: Hewlett Packard.
- Casida, J., & Pinto-Zipp, G. (2008). Leardership-Organizational Culture Relationship in Nursing Units of Acute Care Hospital. *Journal of Nursing Economic*, 26(1), 7-15.
- Cekrezi, A. (2015, May). Factors Affecting Performance of Commercial Banks in Albania. *The European Proceedings of Social ^ Behavioral Sciences*.
- Certo, S. C. (2016). Supervision Concepts and Skill-Building. New York, NY: McGraw Hill.
- Certo, S. C. (2016). Supervision Concepts and Skill-Building. New York: McGraw Hill.
- Chakraborty, I. (2010). Capital Structure In An Emerging Stock Market: The Case of India. *Research in International Business and Finance.*, Vol. 24, pp. 295-314.
- Chakravarthy, B. S. (1986). Measuring Strategic Performance. *Strategic Management Journal.*, *Vol.* 7, 437-58.
- Chamberline, J. (2008). *It's a Small World After All: Defining smallholder agriculture in Ghana*. nternational Food Policy Research Institute . Michigan: IFPRI.
- Chaudhary, N., & Sharma, B. (2013). Impact of Employee Motivation on Performance (productivity) Private Organization. *International Journal of Business Trends and Technology*, *II*(1), 29-35.

- Chechet, I. L., & Olayiwola, A. B. (2014, Jamuary). Capital Structure and Profitability of Nigerian Quoted Firms: The Agency Cost Theory Perspective. *American International Journal of Social Science.*, Vol. 3(No. 1).
- Chen, R., & Wong, K. (2004). The Determinants of Financial Health of Asisan Insurance Companies. *Journal of Risk and Insurance*.
- Cherry, K., & Goldman, R. (2021). What Is the Fear of Failure? *Very Well Mind*. Retrieved from https://www.verywellmind.com/
- Christtopoulos, A. G., Mylonakis, A. G., & Diktapandis, P. (2011). Could Lehman Brothers' Collapse be Anticipated? : An Examination Using CAMELS Rating System. *International Business Research*, 4(2), 11-19.
- Cluskey, W. M., & Huang, C.-Y. (2019). *The role of ICT in property tax administration: Lessons from Tanzania*. Bergen: Chr. Michelsen Institute.
- Cole, G. A., & Kelly, P. (2011). *Management Theory and Practice*. London: Cengage.
- Collins. (2011). A Theory and Practice of Research for Creative Industries. Loussane: AVA PUBLICATION.
- Collins, H. (2011). A Theory and practice of research for creative industries. Laussane: AVA Publication.
- Collins, H. (2011). A Theory and Practice of Research for Creative Industries. Laussane: AVA Publication.
- Cooke, A., & Green, B. (2000). Developing the Research Capacity of Department of Nursing and Midwifery Based in Higher Education. *Journal of Advanced Nursing*, 32, 57-65.
- Copelman, M., & Wermer, A. M. (1996). *The Monetary transmission Mechanism in Mexico, Working Paper No. 25.* Washington: Federal Reserve Board.
- Coulter, J. O. (2002). Google Scholar. PhD Thesis. Retrieved from Google Scholar.
- Coyne, I., & Ong, T. (2007). Organizational Citizenship Behaviour and Turnorver Intentions. *Journal of Human Resource Management, 18*(6), 1085-1097.
- Craig, B., & Rocheteau, G. (2008). Inflation and welfare: A social approach. *Journal of Money, Credit and Banking.*, Vol. 40(No. 1), pp. 87-119.
- Cresswell, J. W., & Cresswell, J. D. (2018). *Research design: qualitative, quantitative, and mixed methods approaches* (5 ed.). Los Angeles, USA: Sage Publication.

- Creswell. (2013). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches.*Sage Publication.
- Creswell. (2013). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches.*Sage Publication.
- Creswell, J. W., & Creswell, J. D. (2018). *Research Designs: Qualitative, Quantitative and Mixed Methods Approaches. 5th Edition.* Los Angeles: SAGE Publication, Inc.
- Creswell, J., & Poth, C. (2012). *Qualitative inquiry and research design : Choosing among five approaches* (3rd ed.). Los Angeles: SAGE Publications.
- Cummins, J., Dionne, G., Gagne, R., & Nouira, A. (2008). The Cost and Benefits of Reinsurance. *Working Paper*. Temple University.
- Curak, M., Pervan, M., & Poposki, K. (2012). How Well Insurance Companies in Macedonia Perform? *Researchers in Applied Economocs and Management, Vol. 1*.
- Damodaran, A. (2001). Corporate Finance: Theory and Practice.
- Dang, U. (2011). *The CAMEL Rating System in Banking Supervision: A Case Study*. International Business. Arcada University of Applied Sciences,.
- Daniel, M., & Tilahum, A. (2013). Firm Specific Factors that Determine Insurance Companies Performance in Ethiopia. *European Scientific Journal*, Vol. 9.
- Dannhauser, Z., & Boshoff, A. B. (2006). The Relationships between Servant Leadership, Trust, Team Commitment and Demographic Variables. *The 2006 Meeting of the Servant Leadership Roundtable*. Virginia Beach, VA.
- Dare, F. D., & Sola, O. (2010). Capital Structure and Corporate Performance in Nigeria Petroleum Industry: Panel Data. *Journal of Mathematics and Statistics.*, Vol. 6(No,2), pp 168-173.
- Datt, G., & Ravallion, M. (1992). Growth and distribution components iof changes in povrty measures: A decomposition with application in Brazil and India in the 1989. *Journal of Development Economics, Vol.38*(No.8), pp.275-295.
- Daykin, C., Pentikainen, T., & Pesonen, N. (1994). Practical Risk Theory for Actuaries. U.K.
- De Vaus, D. A. (2006). A Research Design in Social Research. In M. K. William, *Research Methods Knowledge Base*. London: SAGE.
- Deci, E. L. (2013). *Intrinsic Motivation*. New York: Plennum Press.

- DelPo, A. (2007). The Performance Appraisal Handbook: Legal and Practical Rules for Managers. California: Nolo.
- Demissie, E. (2015). An Assessment of Teachers' Performance Appraisal in Secondary Schools of Wolaita Zone, South Ethiopia. *International Journal of Sciences: Basic and Applied Research (IJSBAR, 23*(2), 286-306.
- Dictionary.com. (2011). *Define Effectiveness at Dictionary.com.*" *Dictionary.com* / . 2011. Web. 28 Sept. 2011. <. Dictionary.com, LLC. Retrieved Mach 13, 2020, from http://dictionary.reference.com/browse/effectiveness
- Dixon, J. K. (2003). Approaches to assessing the impact of globalization on African smallholders: Household and village economy modeling. Proceedings of a working session on Globalization and the African Smallholder Study. Food and Agriculture Organization of the United Nations. Rome: FAO (Agricultural Support Systems Division [AGS] and Agricultural and Development Economics Division [ESA]) and the World Bank.
- Donaldson, G. (1961). A Study of Corporate Debt Policy and the Determination of Corporate Debt Capacity. Harvard School of Business., Division of Research. Boston: Administration.
- Durgadevi, R., & Shanmugam, V. (2017). Organizational Culture and its Impact on Employee Performance (AStudy with Reference to IT Sector Chenai). *Indian Journal of Public Health Research and Development*, 8(2), 315.
- Eggertson, G. B., & Woodford, M. (2003). The zero bound on interest rates and optimal monetary policy. *Brookings Papers on Economic Activity.*, Vol. 2, pp. 139-211.
- Eisenberg, K. (2006). Expectations, Performance Evaluation, and Consumers' Perceptions of Quality. *Journal of Marketing*, *57*, 18-34.
- Ernst, & Young. (2010). Analysis and Valuations of Insurance Companies.
- Eurostat. (2020, November 19). *Statistics-Explained: EU*. Retrieved March 31, 2021, from EU Website: https://ec.europa.eu
- Fairtrade. (2020, June 03). *Improving Farmers Income and Livelihoods in Africa*. FairTrade, Fairtrade Africa, West Africa Netwok. Nairobi: https://fairtradeafrica.net. Retrieved March 31, 2021, from Fairtrade Web site.
- FAO. (2017). Defining Small Scale Food Producers to Monitor Target 2.3. of the 2030 Agenda for Sustanaiblr Development. Rome: http://www.fao.org/publications.

- FAO. (2018). *Small Family Farms Country Fact Sheet*. Food and Agriculture Organisation of the United Nations.
- Fjeldstad, O. H., & Heggstad, E. R. (2012). *New Challenges for Local Government Revenue Enhancement*. Michelsen Institute.
- Fjeldtad, O. H. (2011). The Political Economy of Property tax Collection in Tanzania. International Centre for Tax and Development (ICTD). Harcourt.
- Fjelstad, Katera, Msami, & Ngalewa. (2010). *Local Government Finances and Financial Management in Tanzania: Empirical evidence of trends 2000-2007*. Research and Poverty Alleviation (REPOA). Dar es Salaam: REPOA.
- George, J. M., & Jones, G. R. (2012). *Understanding and Managing Organizational Behaviour* (6th ed.). Reading: Prentice Hall.
- Giancola, F. L. (2014). Should HR Professionals Devote More Time to Intrinsic Rewards? . *Compensation & Benefits Review*, 46(1), 25-31.
- Gikungu, J., Karanja, B., & Thinguri, R. (2014). nvestigation into the Effectiveness of Staff Appraisal in the Job Performance in Secondary Schools in Kenya. *Journal of Education and Practice*, 5(14).
- Girdwichai, L., & Sriviboon, C. (2020). Employee Motivation and Performance: Do tye Work environment and Training Matter? . *Journal of Security and Sustainability Issues*, 9, 42-54.
- Gituma, H. K. (2017). *Determinants of Effective Revenue Collection by Embu County, Kenya*. Embu: Unpublished MBA Dissertation.
- Grant, A. M., Berg, J. M., & Johnson, V. (2012). When callings are calling: Crafting work and leisure in pursuit of unanswered occupational callings. *Journal of Organization Science*, 21, 973-994.
- Gray, G. (2002). Performance Appraisals Don't Work. *Journal of Industrial Management*, 44(2), 15-18.
- Gunawan, E., Kuwornu, J. K., Datta, A., & Nguyen, L. T. (2017). *Factors influencing farmers'* use of the warehouse receipt system in Indonesia. JAwa Barat, Indonesia: Agricultural Finance Review. 2019, Vol. 79 Issue 4, p537-563. 27p.
- Gupta, S. A. (2007). Determinants of Tax Revenue Efforts in Developing Countries. *IMF Working Paper WP/07/184*. Washington D.C: IMF.

- Hafiza, N. S., Shah, S. S., & Jamsheed, H. (2011). Relationship between Rewards and Employee's Motivation in the Non-Profit Organizations of Pakistan. *Business Intelligence Journal*, 4(2), 327-334.
- Halepota, H. (2005). Motivational theories and their application in construction. *Journal of Cost Engineering*, 47, 14-18.
- Hanaysha, J., & Majid, M. B. (2018). Employee Motivation and its Role in Improving the Productivity and Organizational Commitment at Higher Education Institutions . *Journal of Entrepreneurship and Business*, 6(1), 17-28.
- Hardwick, P., & Adams, M. (1999). The Determinants of Financial Derivatives Use in the United Kingdom Life Insurance Industry. *Journal of Accounting, Finance and Business Studies*, Vol. 35(No. 2), pp. 163-184.
- Hasbi, H., & Haruman, T. (2011). Banking According to Islamic Sharia: Concepts and Its Performance in Indonesia. *International Review of Business research Papers*, 7(1), 60-76.
- Henry, J. O., Bogonko, J., & Ong'iyo, C. (2018). influence of Automation on Revenue Collection by County Government: A Case Study of Nakuru County Government. *International Journal of Economics, Commerce and Management, VI*(9), 230-245.
- Heskett, J. L., Sasser, W. E., & Schlesinger, L. A. (2014). *The Value Profit Chain: Treat Employees Like Customers and Customers Like Employees*. New York: Free Press.
- Hifza, M. (2011). Determinants of Insurance Companies Profitability: An Analysis of Insurance sector in Pakistan. *Academic Research Internation*, *Vol. 1*(No. 3).
- Hitka, M., Kozubikova, L., & Potkany, M. (2018). Education and gender-based differences in employee motivation. *Journal of Business Economics and Management*, 19(1), 80-95.
- Hjalmarsson, E., & Osterholm, P. (2007.). Testing of Co-integration using the Johannen Methodology when Variables are near- Integrated. *IMF Working Paper.*, Vol. 07(No. 141), pp.22-27. IMF.
- Holinger, F. a. (2009). *The use of Warehouse Receipt Finance inAgriculture in ECA Countries*. European Bank and FAO, Investment Centre Division. World grain Forum 2009: FAO.
- Hosie, R. (2018, July 05). How Motivations in Life Change as You Get Older, According to New Study: Money gradually becomes less of a driving factor. *Independent*. Retrieved from https://www.independent.co.uk

- Ibrahim, A., Sharp, J., & Syntetos, A. (2008). A framework for the Implementaion of ERP to Improve Buiness Performance: A Case Study. *European and Mediterranian Conference*. Manchester.
- IFC. (2020). Smallholder Farmers' Access to Inputs and Finance in Africa. In A. Lyangyintuo, P. D. G, R. D. L, & L. D. K. (Eds.), *The Role of Smallholder farms in Food and Nutrition Security* (pp. 133-152). Nairobi, Kenya: Springer.
- Ilesanmi, O., & Famolu, B. (2016). Role of Motivation in Enhancing Productivity in Nigeria. European Journal of Business and Management, 8(28), 15-27.
- International Finance Corporation. (2013). Warehouse Finance and Warehouse Receipt Systems: A Guide for Financial Institutions in Emerging Economies. Washington D.C.: IFC,.
- Ivk warehousing. (2019). http://ivkwarehousing.weebly.com/5-functions-of-warehouses.html.

  Retrieved March 24, 2020, from Ivk warehousing:

  www://www.ivkwarehousing.weebly.com
- Jackson, S., & Schuler, R. (2003). *Managing Human Resource through Strategic Partnership*. Ohio: South-Western.
- Jaini, A. (2013). A Study On The Factors That Influence Employees Job Satisfaction At Scope International (Malaysia). UiTM Shah Alam. Shah Alam: UiTM Shah Alam.
- Jayaweera, T. (2015). Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England. *International Journal of Business and Management*, 10(3), 271-278.
- Jobber, D., & Lee, R. (2014). A comparison of the perceptions of sales management and salespeople towards salesforce motivation and demotivation. *Journal of Marketing Management*, 14(2), 325 332.
- Johnsen, D. (2000). *Human Resource Management*. Strathdyde, Scotland: Strathdyde Business School, University of Strathdyde.
- Jovin, J., & Hangi, A. Y. (2017). Challenges of Implementing Open Performance Review and Appraisal System (OPRAS) in the Public Sector in Tanzania. *International Journal of Science Arts and Commerce*, 2(3), 71-76.
- Kadongo, O., & Ojah, K. (2013). Real Exchange Rates, Trade Balance and Capital Flowsin Africa. *Journal of Economics and Business, Vol. 66*, pp. 22-46.

- Kamin, Steven, B., & Klau, M. (1998). Some Multi-Country Evidence on the Effects of Real Exchange Rates on Output. *International Discussion Papers No. 611*. Washington D.C: Federal reserve Board.
- Kamolo, J. (2014). *Machakos Automates Tax Collection, Retrieved from, e/?p=3178*. Machacos. Retrieved December 11, 2019, from http://kenyanewsagency.go.ke
- Kane-Urabano, C. (2006). Management's Role in Shaping Organizational Culture. *Journal of Nursing Management.*, 14, 188-194.
- Kanwetuu, V. P., Akuoko, K. O., & Obeng, B. (2015). Nexus Of Performance Appraisal And Manager/Subordinate Relationship In Employee Motivation In Financial Institutions In Kumasi, Ashanti Region Of Ghana. *International Journal of Innovative Research and Advanced Studies*, 2(8), 16-25.
- Karimi, H., Kimani, M. E., & Kinyua, M. J. (2017). Effect of technology and information systems on revenue collection by the county government of Embu, Kenya. *IJRDO Journal of Social Science and Humanities Research*, *3*(8), 1-26.
- Karubi, G. (2014). Exploration of the Factors that Motivate Employee in Public Organization in Tanzania: The case of Muhimbili Orthopeadic Institute. Morogoro: Mzumbe University.
- Kasidi, F. (2010). Esitimation of Impact of Elasticity of Foreign Direct Investments on Economics Growth: A Case of Indian Economy. *South Asian Business Review.*, *Volume* 2(No. 2.), pp. 37-38.
- Kasidi, F. (2010). Estimation of Impact of Elasticity of Foreign Direct Investments on Economics Growth: A Case of Indian Economy. *South Asian Business Review, Vol* 2(No.2), pp 37-38.
- Kasidi, F., & Mwakanemela, K. (2013). Impact of Inflation on Economi cGrowth in Tanzania. *Asian Journal of Empirical Research, Vol. 3*(no. 4), 363-380.
- Katunze, M., Kuteesa, A., Mijubi, T., & Mahebe, D. (2017). *Uganda Warehousing Receipt System: Improving Market Competitiveness and Service Delivery*. Economic Policy Research Centre (EPRC). Kampala, Uganda: Economic Policy Research Centre (EPRC).
- Kenen, P. (1995). *Understanding Interdependences:The Macroeconomics of the Open Economy*. Prineton: Pricenton University Press.
- Kennedy, & McMullen. (1986). *Financial Appraisal of Industrial Corporations in India*,. Gopaljika Rasta, Jaipur, India: Pratiksha Publication.
- Kenya News Agency Publications. (2020, July 30). *Counties: Editor's pick.* (KNA, Ed.) Retrieved March 12, 2021, from Kenya's Government news: http://kenyanews.go.ke

- Khan, M. F. (2013). Performance Appraisal System on Employment Motivation. *Journal of Business and Management*, 8(4), 66-83.
- Khanam, F., Nasreem, S. S., & Pirzada, S. S. (2014). Impact of Capital Structure on Firm's Financial Performance: A Case of Food Sector in Pakistan. *Research Journal of Finance and Accounting.*, Vol. 5(No. 11).
- Kidando, N. (2014, December). Warehouse receipts system and its contribution to the small scale cashewnut farmers in Masai district, Mtwara. *Vol 3 No. 6*.
- Kihombo, D. B. (2015). The Effects of Customer Service on Organizational Performance: A case of KBC Bank Morogoro Municipality. *MBA Dissertation Submitted to the Mzumbe University*. Morogoro, Tanzania. Retrieved from http://hdl.handle.net/11192/980
- Kim, A. (1995). The Use of Event History: Analysis to Examine Insurers Insolvencies. *Journal of Risk and Insurance*.
- Kiragu, S. M. (2014). Assessment of Challenges Facing Insurance Companies in Building Competitive Advantage in Kenya: A Survey of Insurance Firms. *International Journal of Social Sciences and Entrepreneurship, Vol. 1*(No. 11), pp.467-490.
- Kirby, J., & Marsden, P. (2016). Connected Marketing: The Viral, Buzz and Word of Mouth Revolution.
- Kirshenblatt-Gimblett, B. (2006). What Is Research Design? In *The Context of Design: Performance Studies Methods Course syllabus* (Vol. Part 1). New York University: Spring.
- Kohler, E. L. (1978). *A Dictionary for Accountants-Indian Reprint*. Delhi: Prentice Hall of India Pvt.
- Kombo, D. K., & Tromp, D. L. (2006). *Proposal and Thesis Writing. An Introduction*. Nairobi: Pauline's Publications Africa.
- Kopperschmidt, A., & Matutes, J. (1997, July/August). Assessment oftrade liberalisation in sub-Saharan Africa, Intereconomics. *EconStor*, *32*, 195.
- Kothari, C. (. (2004). *Research Methodology: Methods and Techniques* (2nd Revised Edition ed.). New Delhi, India: New Age International (P) Ltd., Publishers.
- Kothari, C. R. (2005). *Research Methodology: Methods and Techniques* (Reprint Edition ed.). New Delhi: New Age International Publishers.
- Kothari, C. R., & Garg, G. (2015). *Research Methodology: Methods and Techniques*. (Third ed.). New Delhi: New Age International (P) Ltd.

- Kothari, C. R., & Garg, G. (2019). *Research Methodology: Methods and Techniques* (Fourth multi colour edition ed.). New Delhi: New Age International Publishers.
- Kothari, P. C. (2011). *Research Methodology: Methods and Techniques*. New Delhi: Wiley Eastern limited.
- Kotler, P., Kartajaya, H., & Hooi, D. H. (2017). Marketing for Competitiveness: Asia to the World: In the Age of Digital Consumers.
- Kraus, A., & Litzenberger, R. (1973). A State- Preference Model of Optimal Financial Leverage. *Journal of Finance.*, pp. 911-922.
- Krishan, W. L. (2018). *Impact of Motivation on Employee Performance: An Exploratory case study on a Dubai based Semi-Government Commercial bank*. Unpublished Master Dissertation, Master of Business Administration: Cardiff Metropolitan University.
- Kropp, R. (2003). *Developing Human and Organizational Excellence*. Advance Management Services Inc.
- Krugman, P. R. (1998). 'It's Basaack!'Japan slump and the return of the liquidity trap'. *Brookings Papers on Economic Activities.*, Vol. 3(No. 157), pp. 157-187.
- Kukanja, M. (2013). Influence of Demographic Characteristics on Employee Motivation in Catering Companies. *Tourism and Hospitality Management, Vol. 19, No. 1, pp. 97-107, 2013, 19*(1), 97-107.
- Kumar, R. (2011). *Research Methodology* (Third Edition ed.). Los Angeles, London, New Delhi, Singapore & Washington DC: Sage Publications.
- Kunampurat, P. A., & Vincent, N. (2018). Employee Motivation and Retention: Issues and Challenges in Startup Companies. *International Journal of Creative Research Thoughts* (*IJCRT*), *VI*(1), 2050-2056.
- Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(2), 995-1002.
- Kwadjo, G. (2000, February 22-25). Proceedings of Advancing Microfinance in Rural West Africa Conference. *Inventory credit: a financial product in Ghana:*, pp. 54-73pp.
- Lawer, C., & Knox, S. (2006). Customer Advocacy and Brand Development. *Journal of Product and Brand Management*, 15(2), 121-129.
- Lee, H. (2012). An Analysis of Reinsurance and Firm Perfomance: Evidence from Taiwani Property-Liability Insurance Industry. The Geneva Papers on Risk and Insurance-Issues Practice.

- Leijonhufvud, A. (1977). Cost and consequences of inflation: Microeconomic foundations of macroeconomics. Port Harcourt.: Woodview Press. Boulder, Co.
- Levy, P. (2013). *Industrial/Organizational Psychology: Understanding the Workplace*. Boston: Houghton Mifflin.
- Li, Y., & Rowe, F. (2007). Aid Inflows and the Real Effective Exchange Rate in Tanzania. World Bank Policy Research Working Paper Series.
- Liao, H., & Chuang, A. (2002). A Multilevel Investigation of Factors Influencing Employee Service Performance and Customer Outcomes. *Academy of Management Journal*, 47(1), 41-58.
- Liargovas, P., & Skandalis, K. (2008). Factors affecting firms financial performance: A case of Greece. University of Peloponessese.
- Lipsey, R. G., & Chrystal, K. A. (1995). *An Introduction to positive economics*. (8th edition ed.). Oxyford: Oxford University Press.
- Logistic Bureau. (2017, October 31). *Logistic Bureau*. Retrieved April 05, 2021, from Lgistic Bureau Website: https://www.logisticsbureau.com/about-warehousing/
- Lok, P., & Crawford, J. (2004). The Effect of Organizational Culture and Leadership Style on Job Satisfaction and Organizational Commitment: A Cross-National Comparison. *Journal of Management Development*, 23(4), 321-338.
- Loretta, N. (2012). *Motivational Strategies and its Impact on productivity. A Case Study of Ghana Airport Campany Limited*. Unpublished Masters Dissertation: Kwame Nkrumah University of Science and Technology.
- Lucas, R. E. (2000). Inflation and Welfare. *Econometrica*, Vol. 68(No. 2), pp. 247-274.
- Lugaiiyamu, L. (2015). *Determinants of Exchange Rates in Tanzania*. Uppsala: Uppsala University.
- Lund, D. B. (2003). Organizational Culture and Job Satisfaction. *Journal of Business & Industrial Marketing*, 18(3), 219-236.
- Luthans, F. (2006). Organizational Behaviour. Yogyakarta: Penerbit Andi.
- Luthans, F. (2011). *Organizational behavior : an evidence-based approach* (12th ed.). New York: The McGraw-Hill Companies, Inc.
- Lyons, S. T., Duxbury, L. E., & Higgins, C. A. (2016). A comparison of the values and commitment of private sector, public sector, and parapublic sector employees. *Public Administration Review*, 66, 605-618.

- Magigi, W. (. (2016). *Methodological Tools for Researching and Scientific Writing in Emerging Economies* (2nd edition ed.). Tanzania: Safi Publishers and Trading Co. Ltd.
- Maina, W. (2013). Factors Affecting Revenue Collection in Local Authorities in Kenya: A Case of Municipal Council of Nyeri. Kenyatta University. Nairobi: Unpublished MBA Projects.
- Malik, H. (2011). Determinants of Insurance Companies Profitability: An Analysis of Insurance Sector of Pakistan. *Academic Research International, Vo. 1*(No. 3), pp. 315-321.
- Manawaduge, A., Zoysa, D. A., Chowdhury, K., & Chandarakumara, A. (2011). Capital Structure and Firm Performance in Emerging Economies: An Empirical Analysis of Sri Lankan Firms. *Journal of Corporate Ownership and Control*.
- Mante, B., & O'Brien, G. (2002). Efficiency Measurement of Australian Public Sector Organisations: The Case of State Secondary Schools in Victoria. *Journal of Educational Administration*, 30(7), 274-91.
- Mapunda, M. E., Mhando, D. G., & Waized, B. M. (2019). Determinants of Participation of Smallholder Coffee Farmers in Mbinga District. *Tanzania Journal of Population Studies and Development*, 102-106.
- Mapunda, M., Mhando, D., & Waized, B. (2018, December). Credit Access through Warehouse Receipt System and Farm Productivity of Smallholder Coffee Farmers in Mbinga District, Tanzania. *Journal of Agriculture and Life Sciences*, Vol 5, No. 2, 30.
- Markova, G., & Ford, C. (2011). Is Money the Panacea? Rewards for Knowledge Workers. *International Journal of Productivity and Performance Management*, 60, 813-823.
- Masali, M. A. (2013). Assessment of the effectiveness of WRS in cashewnut marketing in Tandahimba District. MSc Thesis, Open University Tanzania, Dar es Salaam.
- Maslow, A. M. (2019). *A Theory of Human Motivation* (1st Edition ed.). New Delhi, India: General Press.
- Matete, R. E. (2016). Implementation of Management by Objective through Open Performance Review and Appraisal System for Teachers in Tanzania. *International Journal of Education & Literacy Studies*, 4(3), 24-33.
- Mathew, J. M. (2014). Effects of an Integrated Revenue Collection System and Challenges Facing Its Implementantion in Machakos County. University of Nairobi. Nairobi: Unpublished.

- Matimbwa, H., & Mwasimba, M. (2018). Perceived Benefits of the Open Performance Review and Appraisal System (OPRAS) in Kilolo District Council, Tanzania. *International Journal of Innovation and Research in Educational Sciences*, 5(6), 606-612.
- Mehdipour, Y., & Zerehkafi, H. (2013). Customers Attitude Toward Mobile Service Providers in Hyderabad. *Journal of Computer Engineering*, 11(6), 83-88.
- Mercer. (2013). *Global Performance Management Survey Report Executive Summary*. New York: Author.
- Mercer. (2019). *Improving Evaluation Practices: Best Practice Guidelines for Evaluation*. New York: Author.
- Merz, M. A., Yi, H., & Vargo, S. L. (2009). The Evolving Brand Logic: A Service Dominant Logic Perspective. *Journal of the Academy Marketing Science*.
- Mesly, M. (2015). Creating models in psychological research. Etats Unis: Springer press.
- Mfinanga, S. A. (2018). Assessing the Relationship between Employee Motivation and Employee Performance in Higher Education Regulatory Boards: A case of the Tanzania Commission for Universities. Unpublished Master Dessertation, Master of Human Resource Management: Open University of Tanzania.
- Mhando, D., & Ntengua, M. (2018). Why Do Smallholder Famers In Four Tanzanian Districts Continue With Coffee Production Despite Price Fluctuation? *Journal of Agriculture and Life Sciences*, 20.
- Mhando, E. (2016). Challenges of Implementing OPRAS among Public Secondary School Teachers in Arusha City Council. Masters Dissertation, Mzumbe University.
- Michael, J., & Pacherie, E. (2014). On commitments and other uncertainty reduction devices. *Journal of Social Ontology*, 1-34.
- Milan, A., & Martina, P. (2008). Organisational Effectiveness and Customer Satisfaction. *Organizacija*, 41(5), 161-173.
- Milao, S. K. (2011). The economics of Warehouse Receipt System: A case of cotton in Maswa District. MSc Thesis, Morogoro.
- Miranda, M. M. (2017, November 21). Warehouse Receipts and Financial Practices: The Case of Ghana." . *Technical Report, African Center for Economic Transformation*, p. 2.
- Mishra, S. K., & Aspal, P. K. (2013). A CAMEL Model Analysis of State Bank Group. *World Journal of Social Sciences*, *3*(4), 36-55.

- Mitullah, W. V. (2005). Management of resources by local authorities: The case of Local Authority Transfer Fund. Nairobi: Claripress.
- Modigliani, F. F., & Miller, M. H. (1963). Corporation Income Taxes and the Cost of Capital: A Correction. *American Econom ic Review.*, *Vol. 53*(No. 3), pp. 433-443.
- Mohamedi, B. M. (2013). *Impact of employee motivation on job performance in banking sector:* A case study of Tanzania Postal Bank. Dar Es Salaam: Open University of Tanzania.
- Morley, S. A. (1992). On the Effects of Devaluations during StabilizationPrograms in LDCs. *Review of Economics and Statistics*, Vol. 74(No. 1), 99. 21-27.
- Morris, C. G., & Maistro, A. A. (2005). *Psychology: An Introduction*. (12th ed.). New Jersey: Pearson Prentice Hall.
- Mosley, D. C., Pietri, P. H., & Mosley Jnr, D. C. (2012). Supervisory Management: The Art of Inspiring, Empowering and Developing People. Mason, OH: Thompson South-Western.
- Mosley, D. C., Pietri, P. H., & Mosley Jnr, D. C. (2012). Supervisory Management: The Art of Inspiring, Empowering and Developing People. Mason: Thompson South-Western.
- Mpugusi, M. M. (2015). The Impact of Motivation in Retention of Employees: A Case Study of Government Procurement Services Agency. Unpublished Master Dissertation, Masters of Human Resource Management: The Open University of Tanzania.
- Mpume, J. H. (2017). The effects of Employees' Motivation on the Organizational Performance: A Case Study of Igunga District Council Hospital. Unpublished Master Dissertation, Master of Human Resource Management.: Open University of Tanzania.
- Mugano, D. G. (2017, September 21). Tackling Warehouse Receipt System challenges. *The Herald*, p. Business.
- Mugenda, O. M., & Mugenda, A. G. (2003). Research methods: Qualitative and Quantitative Approaches. Nairobi: Acts Press.
- Mugyenyi, A. (2013). Aspects of Sociology, Philosophy, Educational Management and Administration. Moshi: Moshi Lutheran Printing Press.
- Muritala, T. (2012). An Empirical Analysis of CapitalStructure on Firm's Performance in Nigeria. *International Journal of Advances in Management and Economics.*, pp. 115-124.
- Murithi, M., & Moyi, E. (2015). Tax reforms and revenue mobilization in Kenya. *African Economic Research Consortium*, 10-12.
- Mutui, T. J. (2012). Factors Influencing the Effectiveness of Performance Appraisal System in Nairobo Bank of Kenya, Head Office Nairobi City. Nairobi: University of Nairobi.

- Muze, R. W. (2014). Assessment of Motivation and its Impact on Employees' Performance in Goal Attainment: A Case of Vodacom Tanzania Limited. Unpublished Master Dissertation, Master of Human Resource Management: The Open University of Tanzania.
- Mwabu, G. M., & Were, S. (2019). Influence of employee motivation on performance in selected research institutions in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*, *3*(6), 354-374.
- Mwanaamani, M. . (2013). *Challenges of administering OPRAS in district councils in Tanzania:* the case of Lushoto district council. A Dissertation Submitted in Partial Fulfillment of the Requirement for Award of the Degree of Master of Public Administration (MPA) of Mzumbe University, Mzumbe University, Morogoro. Retrieved from http://scholar.mzumbe.ac.tz/handle
- Mwanitu, M. (2015). *Analysis of Profit-efficiency of Kilombero paddy-rice farmers using warehouse receipt system*. Morogoro: SUA.
- Myers, S. C. (1984). The Capital Structure Puzzle. *Journal of Finance.*, Vol. 34(No. 3), pp. 575-592.
- Myers, S. C., & Majluf, N. (1984). Corporate Financing and Investment Desicions When Firms Have Information Investors Do Not Have. *Journal of Financial Economics.*, *Vol. 13*(2), pp. 187-221.
- Myers, S., & Majluf, N. (1984). Corporate Financing and Investment Decisions When Firms Have Information That Investors Do Not Have. *Journal of Financial Economics.*, *Vol.* 13, pp. 31-49.
- Mzenzi, S. I. (2012). Revenue Mobilization Issues in the Tanzanian LGAs" Written in Policy Brief No. 7. *Policy Brief No.* 7. Dar es salaam.
- Naveed, A., Zulfiqar, A., & Ahmad, A. (2011). Determinants of Performance: A Case of Life Insurance Sector of Pakistan. *International Redsearch Journal of Finance and Economics*.
- NBS. (2020). *National Accounts of Tanzania Mainland 2013-2019*. Dar es Salaam: National Bureau of Statistics.
- Nchimbi, A. (2019). Implementation of Open Performance Review and Appraisal System in Tanzania Local Government Authorities: Some Observations and Remarks. *International Journal of African and Asian Studies*, *53*, 32-40. doi:DOI: 10.7176/JAAS
- Ndung'u, N. S. (1993). Dynamics of Inflationary Process in Kenya. *Quarterly Journal of Economics, Vol.* 74(No. 1960), pp. 227-257.

- Ndung'u, N. S. (1997). Price and Exchange Rate Dynamics in Kenya: An Empirical Investigation (1970-1993). *LAERC Research Paper*, 58.
- Ndung'u, N. S. (1997). Price and Exchange Rate Dynamics in Kenya: An Empirical Investigation(1972-1993). *LAERC Research Paper*, Vol. 50.
- Ndyamuhaki, G. (2013). Factors affecting revenue collections in local government, Case Study Isingiro district local government. Kampala: Makerere University.
- Neely, A., Adams, C., & Kennerley, M. (2002). *The Performance Prism: The Scorecard for Measuring and Managing Business Success*. Financial Times. London: Prentice Hall.
- Neiss, K. S., & Nelson, E. (2005.). Inflation dynamics, marginal cost and the output gap: Evidence from three countries. *Journal of Money, Credit and Banking.*, *Vol. 37*(No. 6), pp. 1019-1045.
- Nelson, Q. (2013). Principles of Organizational Behavior. Boston: Cengage Learning.
- Nevarez, L. (2011). Pursuing Quality of Life. New York, London: Taylor & Francis.
- Newman, C. M. (2018). *Rsearch Method Guide: Research Design & Method*. Virginia: Virginia University Library.
- Ngondo, E. (2014). Assessment of Warehouse Receipt System on improving smallholder farmers income: A case study of cashew nuts farmers in Mtwara region. Dar es Salaam: OUT.
- Ngotho, J., & Kerongo, F. (2014). Determinants of Revenue Collection in Developing Countries: Kenya Tax Collection Perspective. *Journal of Management and Business Administration*, *1*(1), 1-9.
- Nguyen, L. (2017). The Impact of Employees Motivation on Organizational Effectiveness. *Journal of Applied Sciences, III*(2), 51-62.
- Nicolle, P. G., & Janssen, S. M. (2011). Age-differences in work motivation and job satisfaction. The influence of age on the relationships between work characteristics and workers' outcomes. *International Journal of Aging and Human Development*, 73(4), 331-50.
- Njunwa, K. M. (2017). Employee's Motivation in Rural Local Governments in Tanzania: Empirical Evidence from Morogoro District Council. *Journal of Public Administration and Governance*, 7(4), 224-237.
- NMB. (2013). *Warehouse receipt system, economically beneficial, But!* NMB. Dar es Salaam: www.nmbtz.com.

- Nuhiu, A., Hoti, A., & Bektashi, M. (2017). Determinants of Banks Profitability Thriugh Analysis of Financial Performance Indicators: Evidence from Kosovo. *Business Theory and Practice*, 18, 160-170.
- Nuti, S., Seghieri, C., & Vainieri, M. (2013). Assessing effectiveness of a performance evaluation system in the public health care sector: Some novel evidence from the Tuscany region experience. *Journal of management and governance*, 17(1), 59-69.
- Obadan, M. (2006). Overview of Exchange Rate Managemet in Nigeria from 1986-2006. *Bullion Publications of CBN, Vol. 30*(No. 3), 99. 1-9.
- Obisi, C. (2011). Employee Performance Appraisal and Its Implication for Individual and Organization Growth . *Australian Journal of Business and Management Research*, 1(9), 92-97.
- Odoyo, O., Oginda, M., Obura, M., Aila, F., Ojera, O., & Siring, M. (2013). Effect of Information Systems on Revenue Collection by Local Authorities in Homa Bay County, Kenya. *Universal Journal of Accounting and Finance*, 1(1), 29-33.
- Odukah, M. E. (2016). Factors Influencing Staff Motivation among Employees: A Case Study of Equator Bottlers (Coca Cola) Kenya. *Journal of Human Resource and Sustainability Studies*, 4, 68-79.
- Odusola, A. F., & Akinlo, A. E. (2001). Output, inflation and Exchange rate in Developing Countries: An Application to Nigeria. *Journal of the Developing Economies, Vol. 39*(No. 2), pp. 199-222.
- Ogobnna, E., & Harris, L. (2001). Managing Organizational Culture: Insight from Hospitality Industry. *Human Resource Journal.*, 12(1).
- Ojokuku, R. M. (2013). Effects of Performance Appraisal System on Motivation and Performance of Academics in Nigerian Public Universities. *Australian Journal of Business and Management Research*, 3(3), 20-28.
- Okech, T., & Mburu, P. (2011). Analysis of responsiveness of tax revenue to changes in national income in Kenya between 1986 -2009. *International Journal of Business and Social Science*, 21(Special Issue).
- Okumbe, J. A. (2001). *Human resource management: An educational perspective*. Nairobi: Educational Development and Research Bureau.
- Olomi, D. R., & Rutashobya, L. (2002). *African Entrepreneurship and Small Business Development*. Dar es Salaam: Dar es Salaam University Press.

- Omari, I. M. (2011). Concepts and methods in Educational Research: A Practical Guide on Experience. London: Oxford University Press (T) Ltd.
- Omari, I. M. (2011). *Motivation, instruction, learning and human performance*. Dar es Salaam: Oxford University Press Ltd.
- Omollo, P. A. (2015). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International Journal of Human Resource Studies*, *5*(2), 87-103.
- Omollo, P. A. (2015). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International Journal of Human Resource Studies*, *5*(2), 87-103.
- Ong, T. S., & Teh, B. H. (2013). Factors Affecting Profitability of Malaysian Commercial Banks. *African Journal of Business Management.*, 7(8), 649-660.
- Ongalo, E. A., & Tarry, J. (2015). Effect of Employee Motivation Strategies on Organizational Performance: A Case of Electricity Generating and Distribution Firms in Kenya. *European Journal of Business and Management, VII*(8), 55-65.
- Ongore, V. O., & Kusa, G. B. (2013). Determinants of Financial Perormance of Commercial Banks in Kenya. *International journal of Economics and Financial Issues*, *3*(1), 237-252.
- Onumah, G. (2010). mplementing Warehouse Receipt Systems in Africa Potential and Challenges. University of Greenwich. Lilongwe: COMESA.
- Osabiya, B. J. (2015). The effect of employees' motivation on organizational performance. Journal of Public Administration and Policy Research, 7(4), 62-75.
- Osman, B. (2019, March). Warehouse Receipt SYstem in Sub-Saharan Africa: Making progress in market, finance and post harvest risks management. *Platform for Agricultural Risk Management*.
- Owusu, T. (2012). Effects of Motivation on Employee Performance: A case study of Ghana commercial bank, Kumasi zone. Doctoral Dissertation: Kwame Nkrumah University of Science and Technology (2012).
- Palys, T. (2008). Purposive Sampling. In *The Sage Encyclopedia of Research Methods* (pp. 697-698). Los Angeles: Sage Publicacation.
- Parker, R., & Bradley, L. (2000). Organisational Culture in Public Sector: Evidence from Six Oeganizations. *The International Journal of Public Sector Management*, 13(2/3).

- Parrino, R., & Weisbach, M. (1999). Measuring Investments Distortions Arising From Stockholder-Bondholder Conflict. *Journal of Financial Economics.*, Vol. 53, pp. 3-42.
- Patel, P. C., Messersmith, J. G., & Lepak, D. P. (2013). Walking the tightrope: An assessment of the relationship between high-performance work systems and organizational ambidexterity. *Academy of Management Journal*, *56*(5), 1420-1442.
- Patient, B., & Brown, N. (2014). *Two Factor Theory and Customer Service*. Retrieved July 2019, from http://customercentricsupport.com/two-factor-theory-customer-service/
- Paulin, M., Ferguson, R. J., & Payaud, M. (2000). Business Effectiveness and Proffessional Service Relational or Transactional Managers? *European Journal of Marketing*, *34*, 453 471.
- Performance Appraisal: Meaning, Concept and Obstacles. (n.d.).
- Pervan, M. (2014). How well insurance companies in Macedonia perform? Researchers in Applied Economics and Management, Vol. 1.
- Piana, V. (2001). *Economics*. Retrieved from Economics Web Institute: http://www.economicswebinstitute.org
- Pijnacker, L. (2019). *HR analytics: role clarity impacts performance*. Retrieved 2021, from Effectory: https://www.effectory.com/knowledge
- Prichard, W., & Leornard, K. (2010). Does Relience on Tax Revenue Build State Capacity in Sub-Saharan Africa? *International Review of Administrative Sciences*, 76(4), 653-675.
- Pukuliene, V., & Starkauskiene, V. (2011). *Quality of Life: Factors determining its measurement complexity*. Engineering Economics.
- Purnama, C. (2013). Influence Analysis of Organizational Culture, Organizational Commitment, Job Satisfaction and Organizational Citizenship Behaviour. *Journal of Business*, *Humanities and Technology.*, *3*(5), 86-100.
- Rahman, F., Sharma, A., & Mehta, J. (2012). Expectations, Performance Evaluation, and Consumers' Perceptions of Quality. *Journal of Marketing.*, *57*, 18-34.
- Raja, A. J., & Kumar, A. R. (2016). A study on effectiveness of performance appraisal system in manufacturing industries in India. *nternational journal of advanced research in management*, 7(1), 44-50.
- Ramanathan, R. (2012). *Introduction Econometrics with Applications*. (5th ed.). Fort Worth: Harcourt College Publisher.

- Ranbao, C., & Ann, W. (2004). Determinants of Financial Health of Asian Insurance Companies. *Journal of Risk and Insurance, Vol.* 71(No. 3), 469-499.
- Rao, N., & Min, J. (2017). Decent Living Standards: Material Prerequisites for Human Wellbeing. *Springer Link*, 225-244.
- Rao, P. M. (2005). Sustaining Competetive Advantage in a High Technology Environment: A Strategic Marketing Perspective. *ACR*, *Vol.* 13(No. 1), 99.33-47.
- Richard, P. J., Davinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*, *35*(3), 718-804.
- Riggio, R. E. (2014). *Introduction to Industrial/ Organizational Psychology*. Upper Saddle River: Prentice Hall.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162-174.
- Robbins, S. P., & Coulter, M. (2005). *Management*. Pearson Prentice Hall.
- Roch, S. G., & Shanock, L. R. (2006). Organizational Justice in an Exchange Framework: Clarifying Organizational Justice Distinctions. *Journal of Management*, 32(2), 299-322.
- Roderick, C. (1993). Getting Intervntion Right: How South Korea and Taiwan Grew Rich. *NBER Working Paper No*, 4964.
- Rodriguez, Gabriel, H., & Guillermo, G. D. (1995). Fluctuations Macroeconomics en Economia Peruanal Working Paper. Lima: Banco Central de Reservea del Peru.
- Rogers, J. H., & Wang, P. (1995). Output, Inflation and Stabilization in a Small Open Economy: Evidence from Mexico. *Journal of Development Economics*, Vol. 46(No. 2), 271-293.
- Romer, D. (1993). Openness and inflation: Theory and evidence. *The Quaterly Journal i of Economics.*, Vol. 108(No. 4), pp. 869-903.
- Rosenblatt, H. (2003). The Customer Comes Second. Sage Publication.
- Rozzani, N., & Rahman, R. A. (2013). CAMELS and Performance Evaluation of Banks in Malasyia: Conventional versus Islamic. *Journal of Islamic Finance and Business Research*, 2(1), 36-45.
- Rugumyamheto, J. (2005). Performing the Public Service in Tanzania: A critical Prerequisite to Economic Growth, Health Creation and Poverty Reduction; Paper Presented at AAPAM

- annual Roundtable Conference, held at Mombasa, Kenya from 7th 11th March, 2005. Mombasa.
- Russell, J., & Russell, L. (2011). The Next Level of Performance Management. *Training and Development*, 64(4), 42-48.
- Said, M., Suffian, A., Rapidah, S., & Suzila, A. (2015). Relationship between Employee Motivation and Job Performance: A Study at Universiti Teknologi. *Mediterranean Journal of Social Sciences*, VI(4), 632-638.
- Salaman, G., Storey, J., & Billsberry, J. (2005). *Strategic Human Resource Management: Theory and Practice* (2nd Edition ed.). Sage Publications Ltd.
- Salteh, H., Ghanavati, V., & Khosroshahi, M. (2009). Capital Structure and Firm Performance: Evidence From Tegeran Stock Exchange. Teheran.
- Sangmi, M., & Nazir, T. (2010). Analyzing Financial Performance of Commercial Banks in India: Application of CAMEL Model. *Pakistan Journal of Commerce and Social Sciences*, *4*(1), 40-55.
- Sani, F. A. (2013). Automated Internal Revenue Processing System: A Panacea For Financial Problems In Kogi State. *West African Journal of Industrial and Academic Research*, 7(1), 56-69.
- Sarker, M. F. (2016). 2016, The Impact of Motivation on the Performance of Employees. Munich: GRIN Verlag. Retrieved from https://www.grin.com/document/376007
- Sarker, A. A. (2006). CAMELS Rating System in the Context of Islamic Banking: A Proposa 'S' for Shariah Framework. *Journal of Islamic Economics, Banking and Finance*, 2(2), 1-26.
- Sarwar, A., & Asif, S. (2011). Safety and Soundness of Financial Sector of Pakistan: CAMEL Rating Application. *Interdisciplinary Journal of Contemporary Research in Business.*, 3(2), 624-630.
- Sattar, I., Saeed, A., & Arshad, B. (2013). Is Expereince of Fund Type Effect the Firm Performance?: A Study of KSE Listed Companies in Pakistan. *Research Journal of Management Sciences*; *Vol.* 2(No.8), pp. 1-9.
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students* (Sixth ed.). Harlow: Pearson Education Limited.
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students*. Harlow: Pearson Education Limited.

- Sauwa, S. (2021, April 22). *Habari: Kitaifa*. Retrieved August 16, 2021, from Mwananchi Website: https://www.mwananchi.co.tz/
- Schein, H. E. (2004). *Organizational Culture and Leadership* (Third Edition ed.). The Jossey-Bass Business and Management Series.
- Scott-Findlay, S., & Estabrooks, C. A. (2006). Mapping the Organization Culture Rsearch in Nursing. *Journal of Advanced Nursing*, *56*(5), 498-513.
- Sekhat, K., & Varoudakis, A. (1998). *Exchange-Rate Management and Manufactured Exports in Sub-Saharan Africa*. Paris: Organisation for Economic Co-operation and Development.
- Sendoro, H. (2013). The assessment of implementation challenges for open performance review and appraisal system in local government authority in Tanzania: A case study of Morogoro municipality. *MBA dissertation*. Morogoro, Tanzania: Mzumbe University.
- Seth, N., Deshmukh, S. G., & Sabol, B. (2005). Service Quality Models: A Review. International Journal of Quality and Reliability Management, 22(9), 913-949.
- Shiller, R. J. (1996). Why do people dislike inflation? NBER Working paper 5539.
- Shiu, Y. (2004). Determinants of UK General Insurance Company Performance.
- Sierbert, H. (2007). China: Coming to grips with the new global player. *The World Economy.*, *Vol. 30*(No. 6), pp. 893-922.
- Silver, C. (2019). *Performance Appraisal*. Retrieved Marc 2019, from https://www.investopedia.com/what-is-a-performance-appraisal
- Simbamwene, E. T. (2017). The Impact of Open Performance Review and Appraisal System in Improving Teachers' Work Performance in Tanzania Primary Schools: A Case of Sikonge District Council. Dodoma: University of Dodoma Repository.
- Simonsen, M. H., & Cysne, R. R. (2001.). Welfare cost of inflation and interest-bearing money. *Journal of Money, Credit and Banking., Vol. 33*(No. 1), pp. 90-100.
- Singh, S. P., & Rana, S. (2015). The impact of performance appraisal on organisational commitment of bank employees. *International journal of science and research*, 4(4), 2964-2967.
- Sizya, S. (2015). The Influence of Open Performance Review and Appraisal System in Workers Performance in Tanzania: A Case of Misungwi District. University of Dodoma. Dodoma: University of Dodoma Repository.

- Snelgar, R., Shelton, S. A., & Giesser, A. (2017). A comparison of South African and German extrinsic and intrinsic motivation. *South African Journal of Economic and Management Sciences*, 20(1), 1-22.
- Somech, A., & Drach-Zahavy. (2004). Exploring Organizational Citizenship Behaviour from an Organizational Perspective: The Relationship between Organizational Learning and Organizational Citizenship Behaviour. *Journal of Occupational and Organizational Psychology*, 77(3), 281-298.
- Songstad, N. G., Lindkvist, I., Moland, K. M., Chimhutu, V., & Blystad, A. (2012). Assessing performance enhancing tools: experiences with the open performance review and appraisal system (OPRAS) and expectations towards payment for performance (P4P) in the public health sector in Tanzania. *Globalization and Health*, 8(3), 1-13.
- Sorensen, K. L., Thomas, W. H., & Eby, L. T. (2018). Locus of control at work: A meta-analysis. *Journal of Organizational Behavior*, 27, 1057-1087.
- Soumadi, M., & Hayajneh, O. (2012). Capital Structure and Corporate Performance: Empirical Study on the Public Jordanian Shareholdings Firms Listed in the Amaan Stock Market. *European Scientific Journal*.
- Springer Dorrrecht Heidelberg. (2013). *Community Quality of Life Indicators: Best Cases* (Vol. VI). (M. Sirgy, D. Rahtz, & R. Phillips, Eds.) New York, London: Springer.
- Ssekuma, R. (2011). A Study of Cointegration Models with Applications. South Africa.: University of South Africa.
- Stanley, T. L. (2012). Motivation in todays workplace. *Human Resource Journal*, 55(7), 1-9.
- Steers, R. M., & Porter, L. W. (2011). *Motivation and work performance*. New York: McGraw-Hill.
- Stephanie. (2021, September 4). *Grounded theory: Statistics how to*. Retrieved October 21, 2021, from Statistics how to: https://www.statisticshowto.com
- Strauss, A., & Corbin, J. (1994). *Grounded theory methodology: an overview. In: Denzin NK, Lincoln YS, eds. Handbook of qualitative research.* London: Sage Publications.
- Suhartini, E., Milawati, S., & hardin, h. (2019). Effect of Fear of Success on Employee Career Development with Achievement Motivation as a Moderating Variable at PT. PLN (Persero) Bulukumba Area. *INTERNATIONAL JOURNAL OF MANAGEMENT PROGRESS*, 1(1), 47-65.

- Suliman, A., Elimawazini, K., & Shariff, M. Z. (2015). Exchange Rates and Foreign Direct Investment: Evidence for Sub-Saharan Africa. *The Journal of Developing Areas*, 49(2), 203-206.
- Sulle, A. (2014). The use of Performance Measurement Information in the Tanzania Public Sector: The case of National Housing Corporation . *International Journal of Management Science and Business Research*, *3*(7).
- TAMISEMI. (2021, August 28). *News: Ruvuma*. Retrieved August 31, 2021, from Ruvuma: http://www.ruvuma.go.tz
- TANAPA. (2019). *Tanzania National Parks*. Retrieved February 26, 2020, from https://www.tanzaniaparks.go.tz/
- Tanzania Mercantile Exchange Plc. (2016). Warehouse Receipt System a key Pillar for TanzaniaMercantile Exchange. Dar es Salaam: https://www.cmsa.go.tz.
- Tanzania National Bureau of Statistics. (2020). *Arusha Region Basic Demographic and Socio-Economic Profile*. Dar es Salaam: National Bureau of Statistics.
- Tanzania Warehouse Licencing Board. (2013, 01 02). The warehouse Receipts Systems Operational Manual. *Version Two*. Dar es Salaam, Dar es Salaam, Tanzania: www.wrs.go.tz.
- TBL. (2020). Tanzania Breweries Limited (TBL) Annual Report 2019. Dar es Salaam: TBL.
- TCB. (2019). *Tanzania Coffee Board*. Retrieved March 24, 2021, from Tanzania Coffee Board website: http://www.coffeeboard.or.tz/tzcoffee\_profile.php
- Tefera, B. (2014). *The Impact of Motivation on Employee Performance*. St. Mary's University, School of Graduate Studies of Business. Addis Ababa: St. Mary's University.
- The Werner. (1895). *The American and English Encyclopaedia of Law* (Vol. XXVIII). (C. F. Williams, & D. S. Garland, Eds.) Ohio, United States of America: Edward Thompson Company, Law Publisher.
- The World Bank. (2009). Agribusiness and Innovation systems in Africa. (K. Larsen, & R. Kim, Eds.) *Agriculture & Rural Development*.
- Thompson, P., & McHugh, D. (2002). *Work Organizations: A Critical Introduction*. (3rd Edition ed.). Palgrave: MacMillan Press.
- Thunde, J., & Job., B. (2020). Who Uses and Who Benefits From Warehouse Receipt Systems? Working paper, IFPRI, Strategy Support Program, Lilongwe.

- Tianya, L. I. (2015). Organizational Culture and Employee Behaviour: Case Study. *Bachelor's Thesis in Business Information Technology*. Spring: Lahti Iniversity of Applied Sciences.
- Tiisekwa, F. (2013). Determinants of Profitability of Commercial Banks Using CAMEL Framework: A Case of Tanzania. *Master of Accountancy and Finance Degree Dissertation*. Morogoro: Mzumbe University.
- TNAU Agritech Portal. (2015). *Agricultural Marketing: TNAU Agritech Portal*. Retrieved April 05, 2021, from TNAU Agritech Website: hhttps://agritech.tnau.ac.in/agricultural\_marketing/agrimark\_storage%20and%20ware%2 0housing.html
- Tom, K. A. (2012). Effects of CAMEL Variables on Bank Efficiency: A Panel Analysis of Kenyan Commercial Banks. Nairobi, Kenya: University of Nairobi.
- Tong, J. (2013). Employee Motivation Problems and Countermeasures in Chinese Small and Medium Sized Private Enterprises. Metropolia University.
- Trevor, J. (2008). Can Pay be Strategic in Rethinking Reward. London: Palgrave.
- Tsai, Y. (2011). Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction. *BMC Health Service Research*.
- Tsui, A. S., Zhang, Z.-X., Wang, H., Xin, K. R., & Wu, J. B. (2005). Unpacking the Relationship between CEO Leadership Behaviour and Organizational Culture. *Leadership Quartertely*, 13, 113-137.
- tzdpg. (2010). *Investment Plan for Sunflower Production in Mbozi District*. Songwe: Mbozi District Council.
- Uma, K., & Chandramowleeswaran, G. (2015). A Study on Service Customization Impact Towards Customer satisfaction, Loyalty and Trust. *International Journal of Management*, 6(10), 126-134.
- Upadhaya, B., Munir, R., & Blount, Y. (2014). Association between Performance Measuremnent Systems and Organizational Effectiveness. *International Journal of Operaytions & production Management*, 34(7), 2-2.
- URT. (2005). *Government circular No.2 of 2004 on OPRAS*. Dar Es Salaam: Government Printer -United Republic of Tanzania.
- URT. (2005). Warehouse Receipts Act (Vol. 5). Dar es Salaam, Tanzania.
- URT. (2008). Agricultural Marketing Policy. Dar es Salaam: Government Printers.

- URT. (2010). *Public Service Pay And Incentive Policy*. Dar es Salaam: President's Office, Public Service Management and Good Governance.
- URT. (2011). Guideline on Open Performance Review and Appraisal System (OPRAS). Dar Es Salaam, United Republic of Tanzania: The President's Office Public Service Management.
- URT. (2014). 2014 Educational and Training Policy: Government Printers. Dar es Salaam: MoEVT.
- URT. (2020). *Taarifa ya wiki ya mwenendo wa bei ya chakula*. Dar es Salaam: Wizara ya Kilimo.
- USA, Office of the Federal Register. (1985). *Federal Register* (Vol. 78). Washington, USA: United States Government Printing Office.
- USA,Internal Revenue Service. (2000). Farmers' Tax Guide. In I. R. Service, & D. o. Treasury (Ed.), *Farmers' Tax Guide* (Vol. 225, p. 32). Michigan, Michigan, USA: United States Government Press.
- Venkatachalam, P. (2009). Venkatachalam, P. (2009). Overview of municipal finances systems in Dar es salaam. London: Development Studies Institute.
- Venkatesh, V. (2000). Determinants of perceived ease of use: Integrating control, intrinsic motivation, and emotion into the technology acceptance model", Information systems research. *Journal of Information Systems Research*, 11(4), 342-365.
- Venkatesh, V., & Bala, H. (2008). Technology Acceptance Model 3 and a Research Agenda on Interventions. *Journal of Decision Science*, *39*(2), 273-315.
- Venkatesh, V., & Davis, F. D. (2000). A theoretical extension of the technology acceptance model: Four longitudinal field studies", Management Science, 46(2): 186–204. *Journal of Management Science*, 46(2), 186-204.
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 39(2), 273-315.
- Waiyaki, E. W. (2017). Effect of Motivation on Employee Performance A Case of PAM Golding Properties Limited, Narobi. Chandaria School of Business. Nairobi: United States International University Africa.
- Wang, J., & Zhang, J. (2009). Thoughts on China's growth of economy and inflation. *Asian Social Science.*, Vol. 4(No. 4), pp. 15-26.

- Westcott, M. (2015). *Introduction to Tourism and Hospitality in BC*. North Vancouver: Capilano University.
- WHO. (2008). Encyclopedia of Public Health. In W. International, S. R. Kuah, & K. Heggenhougen (Eds.), *Encyclopedia* (2nd ed., pp. 201-206). Amsterdam, Boston: Elsevier/Academic Press.
- Wiles, R. (2016). What are qualitative Research Ethics? Great Britain, London: Bloomsbury Publishing Plc.
- William, G., Barry, j., Babin, C., & Mitch, G. (2010). *Busibess Research methods* (8th Edition ed.). Canada.
- Woodwell, D. (2014). *Research Foundation: How Do we Know What we Know?* (Online Publication ed.). New York: Sage Publishers.
- World Bank. (2007). *World Development report: Agriculture for Development*. Washington DC: The World Bank.
- World Bank Strategy. (2003). *Reaching the rural poor: A renewed strategy for rural development*. Washington, DC.
- World Economic Forum. (2020). *Tanzania Avocados: Connecting to high-value export markets*. London: World Economic Forum.
- World Food Programme. (2019). *Changing Lives for Smallholder Farmers*. Rome, Italy: https://docs.wfp.org/api/documents/WFP-0000110345/download/.
- Yadav, P., & Punia, B. K. (2012). Organizational Citizenship Behaviour: A Review of Antecedents, Correlates, Outcomes and Future Research Directions. *Journal of Human Potential Development*, 2(2), 1-19.
- Yang, H. (2000). A Note in Causal Relationship between Energy and GDP in Taiwan. *Energy Econometrics.*, Vol. 22(No.3), pp.309-317.
- Yeh, Y.-P. (2013). The Impact of Customer Advocacy on Customer Perceived Value. *Journal of Business and Retail Management*, 8(1), 91-102.
- Yuqi, L. (2007). Determinants of Banks' Profitability and its Implication on Risk Management Practices: Panel Data Evidence from the uk. University of Nottingham.
- Yuvaraj, & Abate, G. (2013). Performance of Insurance Companies in Ethiopia. *International Journal of Marketing, Financial services and Management Research*.

- Zakaria, M. M., Mtambo, A., Chamshama, I., Ndunguru, F., & Njowela, T. (2016). Assessment of the quality of coffee parchments in Southern Highlands of Tanzania. *Journal of Marketing and Consumer Research*, 2.
- Zhang, C. (2009). Excess liquidity, inflation and the Yen appreciation: What can China learn from recent history? *The World Economy.*, *Vol.32*(No. 7), pp. 998-1010.
- Zou, H., Gong, I., & Zeng, X. (2011). Inflation averssion. *Annals of Economics and Finance, Vol. 12*(1), pp 1-11.