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**Effect of Reward Based Motivation on the Employee' Performance**

**A Case Study of Airtel, Gabon**

**Period of Study: (2018-2023)**

**BY**

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Research Thesis Submitted in Partial Fulfillment of the Academic Requirements for the Award  
of Master's Degree in Business Administration

## Declaration

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## **Approval**

This research thesis, titled " Effect of Reward Based Motivation on the Employee' Performance A Case Study of Airtel, Gabon from (2018-2023)," authored by **ELLA ABESSOLO Koeurly Khrystol** , has been submitted in partial fulfillment of the academic requirements for the award of a Master's Degree in Business Administration at Kigali Independent University ULK.

I hereby approve the thesis for examination and certify that it meets the standards and requirements of the university.

Dr Bashayija Wilson

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## **Dedication**

This research thesis is dedicated to family for their devotion and support towards my academic accomplishment.

## **Acknowledgements**

I thank all who contributed to the success of this research. First of all, I recognized the Lord Almighty, whose power has brought me this far. May his name be praised and worshiped. I would like to express my sincere gratitude to my supervisor who was willing to share his scientific experience generously and made this proposal a success. He was available for consultation and his professional guidance and supervision contributed to this work. I would also like to thank my family and friends who have been instrumental and supportive through my academic success.

## **Abstract**

This study, titled "Effects of Employee Motivation on Job Performance: A Case Study of Airtel Gabon from 2018 to 2023," investigates the persistent issues of high employee turnover and poor service quality at Airtel Gabon, despite the company's efforts to motivate its workforce. The primary objective was to evaluate the effectiveness of various incentives on employee motivation and their subsequent impact on job performance. The research was guided by specific objectives: to assess the motivational levels of Airtel employees, to evaluate the types and effectiveness of incentives provided, and to examine the relationship between employee motivation and the incentives offered over the specified period. A descriptive research design incorporating both quantitative and qualitative approaches was employed. The study sampled 100 employees using purposive sampling techniques and collected data through questionnaires and secondary sources, such as employee records. The validity of the data collection instruments was ensured through expert review, and reliability was tested with a pilot study involving 10 employees. Data were analyzed using SPSS, with results interpreted in the context of existing literature.

Findings revealed varied levels of satisfaction among employees regarding financial incentives such as salaries and overtime payments. Despite this, 70% of respondents actively engaged in self-development, 60% reported feeling engaged at work, 75% demonstrated punctuality, and only 25% noted frequent customer complaints, suggesting overall effective customer service. A significant relationship was found between employee motivation and job performance, with motivational incentives strongly linked to enhanced self-development, engagement, and punctuality. These relationships were statistically confirmed through t-test analysis, demonstrating significant associations between motivation and key performance metrics. The study also presented a directed graph illustrating the complex interrelationships among employee performance, productivity, job satisfaction, and incentives, highlighting how these factors interact within Airtel's organizational framework. The findings underscore the critical need for continuous enhancement of motivational strategies to improve employee satisfaction and performance, ultimately fostering a more effective and sustainable organizational environment.

**Keywords: Employee Motivation, Motivational Strategies Job Performance, and Employee Turnover**

## **LIST OF ABBREVIATION AND ACRONYMS**

HR – Human Resources

PBF – Performance-Based Pay

N/A – Not Applicable

N – Sample Size

SD – Standard Deviation

M – Mean

ROI – Return on Investment

KPI – Key Performance Indicators

EMP – Employees

Mot – Motivation

Fin – Financial

NF – non-financial

T&D – Training and Development

Mgmt – Management

Perf – Performance

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## **Chapter One: General Introduction**

This chapter reflect on the work in general, discuss the background of the study, problem statement, the objectives of the study, research questions. scope of the study, the significance of the study, the research methodology and the structure of the study

### **1.1. Background**

incentives play a pivotal role in driving employee motivation, directly influencing their performance and overall workplace productivity, as suggested by numerous motivation theories (Caffery & Frelick, 2006). However, global studies have consistently shown that many employees do not operate at their full potential, often due to a lack of strong emotional engagement with their organizations (Harding & Preker, 2017). This disconnect is evident in various regions, including the United States, where a significant proportion of workers fail to reach their maximum potential due to inadequate engagement strategies. Similarly, research in England reveals a high level of employee dissatisfaction, emphasizing the critical link between happiness, productivity, and job satisfaction (Ritter & Anker, 2017).

European workforce studies further highlight key motivators, including work-life balance, interpersonal relationships, recognition, and both financial and non-financial rewards (Bruce, 2020). In Russia, for example, financial incentives have been shown to play a significant role in enhancing employee productivity (Crouse, 2019). In contrast, in developing nations like Nigeria, low productivity is often tied to insufficient employee incentives, resulting in both physical and psychological challenges (Hiam, 2020). Motivation in these contexts refers to the managerial efforts to inspire employees towards achieving organizational goals without coercion (Latham,

2019). Similar approaches are observed across sub-Saharan Africa, including Swaziland, Zimbabwe, Tanzania, and Kenya, where incentive-based strategies are increasingly recognized as essential for enhancing employee performance (Labonte et al., 2019).

In Gabon, significant efforts have been made to enhance employee motivation, particularly within the public sector. The government has implemented various regulations governing salaries, bonuses, and other forms of rewards for public officials. These compensation policies, aimed at acknowledging and incentivizing public sector contributions, include a government-mandated minimum wage, ensuring that no worker earns below a specified rate. Additionally, public sector employees receive various benefits, including allowances for housing, family, and transportation (Samuel, 2020). However, these benefits do not uniformly extend to the private sector, creating disparities in employee motivation and satisfaction between the sectors.

Service providers in Gabon, including companies like Airtel, have begun to adopt financial and non-financial incentives to improve employee performance and satisfaction. These incentives often include enhanced working conditions, career development opportunities, and training investments. Despite these initiatives, private sector service delivery remains inadequate, with customers frequently reporting poor service experiences. Some attribute this to employee demotivation, though concrete evidence linking poor service delivery directly to low employee morale is lacking.

Given the emerging understanding of the importance of rewards in employee motivation, there is a growing need to examine the specific impact of reward-based motivation on performance within the private sector in Gabon. Many companies, including Airtel Gabon, continue to operate under traditional compensation structures, focusing primarily on base salaries as outlined in employee

contracts. In this context, motivation through rewards is still a relatively novel concept, with some leaders hesitant to adopt such strategies, fearing a loss of control over their workforce. Others, however, recognize the potential of reward-based motivation to enhance overall organizational effectiveness by aligning employee performance with broader goals.

This study aims to evaluate the influence of incentive-based motivation on employee performance within Airtel Gabon. By examining how financial and non-financial rewards affect employee engagement, productivity, and job satisfaction, this research will provide critical insights into the effectiveness of reward-based motivation strategies. In doing so, it will contribute to the growing body of knowledge on how private sector organizations in Gabon can better harness employee motivation to improve service delivery and achieve organizational success.

## **1.2. Problem statement**

In the field of organizational behavior and human resource management, understanding the factors that drive employee motivation is critical for achieving optimal work performance. Existing literature highlights the importance of aligning employee incentives with organizational goals to foster motivation and enhance performance outcomes. However, there remains a significant gap in research regarding how specific incentive structures affect employee motivation, particularly within the context of the service sector in Gabon.

In the company under study, there is a notable mismatch between employee expectations and the existing incentive schemes, as evidenced by widespread dissatisfaction due to the absence of performance-based rewards such as commissions and share ownership. Furthermore, there are significant concerns about the fairness, clarity, and consistency of promotion and training strategies. These issues are compounded by the inconsistency in the application of promised

developmental opportunities, which contributes to a lack of motivation and increased employee discontent.

Globally, the issue of working poverty and its impact on motivation and job satisfaction is well-documented, particularly in low-wage sectors. However, in Gabon, and more specifically within its service sector, there is a paucity of research examining the unique dynamics that contribute to employee dissatisfaction and its subsequent impact on organizational performance. Internal reports from the company reveal a 15% staff turnover rate and poor service quality, highlighting a critical need to investigate the underlying factors contributing to these outcomes.

Despite the evident challenges, academic literature lacks a comprehensive exploration of the relationship between employee motivation levels and the adequacy of incentives in Gabon's service sector. Current research does not sufficiently address how different types of incentives—financial and non-financial—affect motivation and organizational outcomes in this specific context. Additionally, there is limited understanding of the role that perceived fairness and transparency in promotion and training policies play in shaping employee morale and retention. Moreover, the gap between the actual implementation of skill development initiatives and the promises made by employers remains underexplored, further contributing to employee dissatisfaction and turnover.

This study aims to fill these gaps by empirically investigating whether the observed low motivation levels among employees in Gabon's service sector can be attributed to inadequate incentive structures and inconsistencies in human resource policies. By addressing these unexplored areas, the research seeks to provide new insights into the design of effective motivational strategies tailored to the needs of employees in Gabon's service sector. The findings of this study will be

crucial in informing policies and practices that enhance employee satisfaction, reduce turnover, and improve overall organizational performance, thereby contributing to the broader academic discourse on employee motivation and human resource management in emerging economies.

### **1.3. Objectives of the study**

This study is guided by two kinds of objectives: general objectives and specific objectives

#### **1.3.1. General objective**

The general objective of this study is to determine the effect of incentives on the employees' motivation. A case study of (2019-2023)

#### **1.3.2. Specific objectives**

- i. To assess the effectiveness of existing employees reward motivation approaches applied by Airtel Gabon
- ii. To investigate how financial incentives and toward their performance at Airtel Gabon
- iii. To investigate how non-financial incentives and toward their performance at Airtel Gabon

### **1.4. Research questions**

- i. Does Airtel Gabon apply reward-based motivation effectively?
- ii. How do financial incentives influence employees' motivation and performance at Airtel Gabon?
- iii. How do non-financial incentives affect employee morale, motivation, and overall performance at Airtel Gabon?

### **1.6. Interest of topic**

This study has many interests to different categories of people such as individual, social interest, academic interest and scientific interests

#### **1.6.1. Personal interest**

This study extended the knowledge his knowledge on different types of incentives and how each influences employees' motivation.

### **1.6.2. Social interest**

As this study fills what is missing to motivate employees of so that they can improve the quality of services delivered. Hence, if this is done, patients will be given quality service.

### **1.6.3. Academic interest**

The report of this study will be published or be present in ULK library where it will act as reference for future researcher or for those who want to extend their knowledge.

## **1.7. Limitation of the study**

Though this study is more useful not only in Gabon but also in other countries, the researchers faced some limitations. These include getting the experts to valid the research instrument and finding the respondents to be retested for confirming its reliability. Again, the researcher is worried about the generalizability of the findings to other institutions having the same problems. . However, to overcome the challenge related to lack of experts for validating the research tool, the researcher worked with supervisor to find the way of validating it.

## **1.8. Scope of the study**

This study focuses on examining the impact of both financial and non-financial incentives on employee motivation and performance at Airtel Gabon. It aims to assess the current levels of employee motivation, analyze the existing incentive structures, and investigate the specific effects of various types of incentives on employee morale, motivation, and overall performance.

### **1.8.1. Geographical scope**

This study is geographically limited to Airtel Gabon, encompassing various departments and levels within the organization across the country. By focusing exclusively on Airtel Gabon, the research aims to provide a comprehensive understanding of the impact of reward-based motivation on



employee performance within this specific context. The study covers the period from 2018 to 2023, capturing recent data and trends relevant to the research objectives.

### **1.8.2. Time scope**

This study was conducted in 4 months it analyzes both primary and secondary data recorded from 2018 to 2023.

### **1.8.3. Domain scope**

This study is inspired from the domain of business management by focusing especially on effect of incentives on motivation of employees.

## **1.9. Organization of the study**

The report of this study is divided into 5 chapters. The first chapter is general introduction which contains the background of the study, the statement of the problem, objectives, research questions, significance, limitations, the Scope and organization of the study. The second chapter is about review of related literature whereby different researches about effect of incentives on motivation of employees were reviewed. The third chapter is about methodology used. The fourth chapter presents the findings, analyses them, discusses about them and interpret them and finally, the fifth chapter is concerned with general conclusion and recommendations.

## **Chapter Two: Review Of Related Literature**

This chapter covers conceptual definition, theoretical analysis, literature evaluation on the impact of incentives on employee motivation, conceptual framework, empirical analysis, conceptual framework, and research gap.

### **2.1. Conceptual definition**

This study relies on main four key concepts which are: Incentives, financial incentives, non-financial incentives, employee and employee's motivation. The researcher's view is that if these terms are well understood, everyone understands the concern of this study.

#### **2.1.1. Incentives**

The term incentive was defined differently by many authors depends on one's expectation. However, these different definitions have common point. For example, World Health Organization defines incentives as 'all rewards and punishments that providers face as a consequence of the organizations in which they work, the institution under which they operate and the specific interventions they provide (World Health Organization, 2020). According to Milton (2018) incentives are defined as 'variable rewards granted according to variations in the achievement of specific results. Subramaniam (2017) defines it also as system of payment emphasizing the point of motivation, that is, the imparting of incentives to workers for higher production and productivity'. Generally, the term incentive is defined as wage incentives are extra financial motivation which are designed to stimulate human effort by rewarding the person, over and above the time rated remuneration, for improvements in the present and targeted results (Lea & Meier, 2018).

### **2.1.2. Financial incentives**

According to Dessler (2014), financial incentives are rewards or replies in the form of the financial form given to employees whose level of production exceeds predefined standards”. The financial incentive is a bonus given to employees as a result of employee work motivation in the company (Rina & Evita, 2018). In addition, Seman and Suhaimi (2017) defines financial incentives as money that a person, company, or organization offers to encourage certain behaviors or actions that would not otherwise have occurred.

### **2.1.3. Non-financial incentives**

By Ritter and Anker (2017) incentives are defined as an additional payment that is used to motivate and encourage an employee to enhance one’s performance and stay committed to the organization. According to Salmela-Aro and Nurmi (2019), Non-financial Incentives are the non-cash compensations that are aimed at motivating an employee so that an individual’s performance is enhanced in a direction that me Incentives are defined as an additional payment that is used to motivate and encourage an employee to enhance one’s performance and stay committed to the organization. Sdrolias, Terzidis and Vounatsou (2017) add that non-financial incentives are the types of rewards that are not a part of an employee's pay.

### **2.1.4. Employee**

An employee is an individual who works under the supervision or control of an employer (Lauby, 2020). She/he is one employed by another usually for wages or salary and in a position below the executive level.

### **2.1.5. Employees’ motivation**

Motivation is defined as a psychosomatic process that directs a person to behave and react in a way that helps them to satiate certain unfulfilled needs (Latham, 2019). Motivation is what

provides the stimuli and direction towards which employees can execute their duties (Lauby, 2005). Pinder (2018) described employee motivation as an innate force and numbers of factors are involved in employee's motivation and these factors changes time to time depending on the motives and particular needs of employees.

All companies strive to be successful and have desire to achieve long- lasting progress (Abbah, 2014). However, good number of studies have shown that majority of organization are not aware that their employees are their main assets that can lead the organization to long-lasting success (Abbah, 2014). According to Nurun, Moniru, Tanvir and Hossain (2017), motivation is applied to inspire, increase stamina and work ability by mentally conciliating the employees or workers to their work or job in an organization. It directs a person to behave and react in a way that helps them to satiate certain unfulfilled needs (Latham, 2019).

Employees' motivation takes three forms: intrinsic motivation, extrinsic motivation and combination of the two (Koryakovtseva, Doronina, Panchenko, Karabulatova & Abdullina, 2016). Studies showed that individual choices are driven by persistence, which reminds them of their unfulfilled needs (Caffery & Frelick , 2006). They showed also that the choice taken will make an employee change their behavior in order to be in the right direction that would allow them to achieve those needs (Federico, Federico and Lundquist, 2012).

On the other hand, Currivan (2019) found that there is the upholding of the behavior, which will go on until those needs and desires are achieved. Robbins (2006) proposes six raisons for motivating employees which are: raising productivity levels, encouraging innovation, lowering levels of absenteeism, lowering levels of staff turnover, accessing talented employees, etc. To explain how raising productivity levels as raison for motivating employees, Douglas McGregor theory assets that if people are motivated to work faster and more efficiently, this will lead to more

output and the theory contends that an unmet need can frustrate an employee and make him unproductive.

In the same line, Douglas contends that motivation encourages innovation. For him, Innovation is the basis of excellence and growth for organization functioning in knowledge intensive industries like the software industry. Highly motivated employees produce better results (Hamilton 2006). In order to improve results of innovation or accept new innovation it is appropriate that a company creates and maintains good cooperative relationships with their employees (Javalgi, 2011). Therefore, not only they will produce more, but motivated employees are also more likely to make the offering even better. Being highly focused on the product or service, motivated employees will see areas for improvement and will be driven to work to enhance these. Nicholson (1982) advances also that motivation lowers the level of absenteeism. He describes absenteeism as non-attendance of employees from typical base scheduled work (Javalgi, 2011). Absence could be result from numerous causes such as personal sickness, coincident accidents, children care, transportation issues, family illness, personal stress, personal disputes, domestic violence, and finding another job (Javalgi, 2011).). Absence frequency and lost time are the two primary types of absence metrics: absent frequency indicates absenteeism by measuring the number of times that an employee has been absent; and lost time subsequently counts the total amount of time that an employee has been absent from the workplace as a duration measurement (Steel, 2003).

According to Scoppa, (2010) motivated employees are less likely to miss work without good reason as they feel that this could delay their progress. In addition, researches have shown that motivation lowers the level of staff turnover: Employees who leave on the organization's request as well as those who leave on their own initiative can cause disruptions in operations, work team dynamics and unit performance

Both types of the turnover create costs for the organization. Every organization strives to have high productivity, lesser turnovers and maximum profitability (Mello, 2011)

According to Halleck (2015), companies motivate employees to increasing level of reputation. She advocated that corporate reputation is the overall estimation in which an organization is held by its internal and external stakeholders based on its past actions and probability of its future behavior. (Mello, 2011) Although reputation is an intangible concept, research universally shows that a good reputation demonstrably increases corporate worth and provides sustained competitive advantage.

#### **2.1.6. Employees performance**

Employee performance is a critical dimension of organizational success, encompassing how effectively employees accomplish their job responsibilities and contribute to the overall objectives of the organization. It is broadly defined as the measure of how well employees execute their tasks and duties, demonstrating their ability to meet or exceed the established performance standards set by their employers (Hollenbeck & Wright, 2023).

Employee performance is often evaluated through various metrics and criteria, including productivity, quality of work, efficiency, and adherence to organizational goals. Productivity refers to the output generated by employees relative to the input or resources used, while quality of work assesses the accuracy, completeness, and value of the work produced. Efficiency involves the ability to achieve desired results with minimal waste of time and resources. Adherence to organizational goals measures how well employees' efforts align with the strategic objectives of the organization (Armstrong & Taylor, 2022).

Recent research underscores the multifaceted nature of employee performance, highlighting the importance of both quantitative and qualitative assessments. For instance, Armstrong and Taylor (2022) emphasize that performance management should encompass setting clear objectives,

providing regular feedback, and aligning individual goals with organizational strategies. This holistic approach helps in accurately measuring and improving employee performance, ensuring that it contributes effectively to the organization's success.

One contemporary perspective on employee performance focuses on the role of motivation and engagement. Hollenbeck and Wright (2023) argue that motivated and engaged employees are more likely to exhibit higher performance levels, as they are intrinsically driven to achieve their best work. Motivation can be influenced by various factors, including financial incentives, recognition, career development opportunities, and a supportive work environment. When employees feel valued and motivated, their performance tends to improve, leading to better organizational outcomes.

Another critical aspect of employee performance is the impact of performance management systems. Modern performance management practices involve setting specific, measurable, achievable, relevant, and time-bound (SMART) goals. These systems also include regular performance appraisals, where employees receive constructive feedback on their strengths and areas for improvement (Boxall & Purcell, 2022). Effective performance management systems help identify high performers and areas requiring development, which can enhance overall organizational performance.

Moreover, the role of leadership in shaping employee performance cannot be overstated. Leaders who provide clear direction, support, and opportunities for professional growth significantly influence their employees' performance (Yukl, 2021). Leadership practices that emphasize collaboration, open communication, and recognition of achievements contribute to a positive work environment and improved performance.

## **2.2. Theoretical review**

Theoretical review discusses different theories supporting the meet the researcher's view towards the effect of incentives on employees' motivation. Some of these theories are: Incentive theory, Maslow's hierarchical need theory, Herzberg's motivational hygiene theory and others.

### **2.2.1. Incentive theory**

Incentive theory explains that behavior is motivated by an organism's desire for reinforcements and rewards and that this desire is what governs behavior. Incentives in the environment determine organisms' behavior (Subramaniam , 2017). This is a Behaviorist theory in that it places emphasis on the importance of the environment in influencing behavior (Dessler, 2014). An organism is more likely to continue a behavior if the consequences are positive. An organism is less likely to continue a behavior if the consequences are negative (Bruce, 2020). Motivation is powered by external forces in the environment. Reinforcements like food and money make it more likely that an organism will continue behaviors that lead to these rewards in the future.

In the context of the current study on employee motivation and incentives at Airtel Gabon, incentive theory provides a relevant framework for understanding how external rewards and reinforcements influence employee behavior and motivation.

According to incentive theory, behavior is driven by the desire for reinforcements and rewards present in the environment. In the case of Airtel Gabon, incentives such as financial rewards, recognition programs, career development opportunities, and other motivational tools serve as external forces that can shape employee behavior and motivation. Employees are likely to continue behaviors that lead to positive consequences, such as receiving bonuses or promotions, which are examples of reinforcements that motivate them to perform well.



The theory suggests that the effectiveness of incentives in motivating employees at Airtel Gabon can be assessed by examining whether these rewards align with employees' expectations and contribute positively to their job satisfaction, engagement, and overall performance. Understanding the impact of these incentives on employee behavior and motivation can help in designing more effective incentive programs that enhance organizational performance and employee satisfaction. Therefore, by applying incentive theory, the study can explore how different types of incentives influence employee motivation at Airtel Gabon, providing insights into the relationship between incentive structures and organizational outcomes such as productivity, service quality, and employee retention. This approach aligns with the behaviorist perspective that emphasizes the role of environmental factors, including incentives, in shaping employee behavior and motivation.

### **2.2.2. Maslow's need hierarchy theory**

His hierarchy of needs is a motivational theory comprising a five-tier model of human needs, often shown as hierarchical levels within a pyramid. From the bottom of the hierarchy upwards, the needs are: physiological, safety, love and belonging, esteem and self-actualization (Fowler, 2014). Maslow's idea that people are motivated by satisfying lower-level needs such as food, water, shelter, and security, before they can move on to being motivated by higher-level needs such as self-actualization, is the most well-known motivation theory in the world (Dessler, 2014).

There is nothing wrong with helping people satisfy what Maslow characterized as lower-level needs. Improvements in workplace conditions and safety should be applauded as the right thing to do. Seeing that people have enough food and water to meet their biological needs is the humane thing to do. Getting people off the streets into healthy environments is the decent thing to do. But

the truth is, individuals can experience higher-level motivation anytime and anywhere (Latham, 2019).

In the context of the current study on employee motivation and incentives at Airtel Gabon, Maslow's Hierarchy of Needs theory offers valuable insights into understanding how different levels of needs influence employee motivation. Maslow's theory proposes a hierarchical model of human needs, arranged from the most basic physiological needs to higher-level psychological needs. At the foundational level are physiological needs such as food, water, and shelter, followed by safety needs, love and belonging, esteem, and self-actualization at the pinnacle. (Latham, 2019). The theory suggests that individuals are motivated to fulfill lower-level needs first before progressing to higher-level needs.

Applying Maslow's theory to the study, the satisfaction of physiological and safety needs at Airtel Gabon could be seen as foundational to employee motivation. For instance, ensuring fair wages, a safe working environment, and adequate job security addresses these fundamental needs, potentially enhancing overall employee well-being and satisfaction.

Moreover, the study can explore how Airtel Gabon addresses higher-level needs such as esteem and self-actualization through its incentive programs and career development opportunities. Recognition programs, opportunities for advancement, and meaningful work assignments can contribute to fulfilling employees' higher-level needs for achievement, recognition, and personal growth. However, as highlighted by critics such as Latham (2019), individuals are not strictly bound by the hierarchy and can experience higher-level motivation even if lower-level needs are not fully satisfied. This nuance suggests that while foundational needs are essential, organizations like Airtel Gabon can also strive to foster an environment that supports employees' pursuit of self-

actualization and personal growth regardless of their current position in the hierarchy. (Latham ,2019)

Therefore, the study can use Maslow's theory to analyze how well Airtel Gabon's current incentives and organizational practices align with employees' hierarchical needs, providing insights into how these factors contribute to overall motivation, satisfaction, and performance within the company. This approach helps in understanding the multifaceted nature of motivation and how organizational strategies can be tailored to support both foundational and higher-level needs among employees.

### **2.2.3. Herzberg's motivation hygiene theory**

Frederick Herzberg's Motivation-Hygiene Theory, also known as the Two-Factor Theory, offers a nuanced perspective on employee satisfaction and performance by categorizing factors into two distinct dimensions: hygiene factors and motivators. Herzberg's theory posits that these dimensions influence job satisfaction and dissatisfaction in different ways. Hygiene Factors: These are elements related to the job environment rather than the job itself. Herzberg identified factors such as company policies, administration, salary, supervision, interpersonal relationships, and working conditions as crucial in preventing job dissatisfaction (Fowler, 2014). While hygiene factors do not necessarily increase job satisfaction or motivation, their absence or inadequacy can lead to significant dissatisfaction. For example, poor working conditions or inadequate salary may result in a lack of motivation and an increase in employee turnover. Thus, these factors primarily influence employees' attitudes toward their work environment and are essential for maintaining a baseline level of job satisfaction.

Motivators: In contrast, motivators are intrinsic to the job itself and include aspects such as the nature of the work, responsibility, advancement opportunities, recognition, and personal

achievement (Hiam, 2020). These factors are closely associated with increasing job satisfaction and motivating employees to perform at higher levels. Motivators drive employees to achieve greater productivity and exhibit creativity and commitment. For instance, opportunities for career advancement or receiving recognition for achievements can significantly enhance employees' engagement and dedication to their roles.

Applying Herzberg's Motivation-Hygiene Theory to the case study of Airtel Gabon provides valuable insights into how the company can enhance employee satisfaction and performance. At Airtel Gabon, addressing hygiene factors such as fair compensation, effective supervision, and positive working conditions is essential for preventing dissatisfaction. Ensuring that these basic requirements are met can help in maintaining a stable and content workforce. For instance, employees' dissatisfaction with salary or working conditions could be mitigated by improving these aspects, thus reducing potential sources of discontent.

On the other hand, focusing on motivators can significantly enhance employee motivation and performance. For Airtel Gabon, this means creating opportunities for employees to take on challenging work, providing clear pathways for career advancement, and recognizing employees' contributions and achievements. By implementing these motivational strategies, Airtel Gabon can foster a more engaged and productive workforce. Employees who feel valued and see clear prospects for growth are likely to demonstrate higher levels of performance and commitment.

Overall, Herzberg's theory suggests that while hygiene factors are necessary to prevent dissatisfaction, motivators are crucial for driving high performance and job satisfaction. For Airtel Gabon, a balanced approach that addresses both dimensions of Herzberg's theory can lead to improved employee satisfaction and enhanced organizational performance. By ensuring that hygiene factors are adequately addressed and focusing on motivating employees through

meaningful work and recognition, Airtel Gabon can create a more motivated and effective workforce.

### **2.2.6. Urwick's theory Z**

Theory Z, introduced by William Ouchi in 1981, is an innovative approach to management that integrates key elements of American and Japanese management philosophies. Characterized by long-term job security, consensual decision-making, slow evaluation and promotion procedures, and individual responsibility within a group context, Theory Z aims to create a stable and committed workforce (Currivan, 2019). This theory emerged as a response to the limitations observed in purely American and Japanese management styles, seeking to leverage the strengths of both to foster a more holistic and effective organizational environment.

One of the core principles of Theory Z is long-term job security, which contrasts sharply with the more common short-term employment contracts seen in many Western companies. By ensuring employees that their jobs are secure, organizations can cultivate a sense of loyalty and commitment. This, in turn, reduces turnover rates and builds a workforce that is more invested in the company's long-term success. In the context of our research on the effect of reward-based motivation on employee performance, this principle underscores the importance of stability and security as non-monetary incentives that can significantly boost employee motivation and performance.

Consensual decision-making is another pillar of Theory Z, emphasizing the involvement of employees at all levels in the decision-making process. This approach not only enhances the quality of decisions by incorporating diverse perspectives but also increases employee engagement and satisfaction, as they feel valued and heard. In relation to our research topic, implementing a reward system that recognizes and rewards participatory behaviors can enhance the motivational

impact of such a management style. Employees who are actively involved in decision-making processes are likely to feel a greater sense of ownership and responsibility towards their work, which can lead to improved performance. (Currivan, 2019).

Theory Z also advocates for slow evaluation and promotion procedures. While this might seem counterintuitive in fast-paced business environments, it allows for more thorough assessments of an employee's abilities and fit within the organization. This principle aligns with the concept of intrinsic rewards, where the focus is on long-term career development and personal growth rather than immediate financial gains. In our case study of Airtel, Gabon, understanding how slow, deliberate evaluations contribute to employee satisfaction and performance can provide valuable insights into creating a balanced reward system that incorporates both immediate incentives and long-term career development opportunities. (Federico et al., 2012)

Individual responsibility within a group context is another key aspect of Theory Z, highlighting the importance of teamwork while still recognizing individual contributions. This balance ensures that employees do not lose their sense of individual accountability and motivation, even as they work towards common organizational goals. For our research, this principle suggests that reward systems should not only recognize team achievements but also individual efforts within those teams. By doing so, organizations can foster a culture of collaboration without undermining personal motivation and performance.

Urwick's contributions to Theory Z further emphasize the need for clear communication of organizational goals and the alignment of individual efforts with these goals. Employees must understand how their work contributes to the larger objectives of the organization and how achieving these objectives will, in turn, satisfy their personal needs and aspirations (Currivan, 2019). This direct link between organizational and individual goals is crucial for any reward-based

motivation system, as it ensures that employees see a clear connection between their efforts, the rewards they receive, and their overall career development. (Federico et al., 2012)

In conclusion, Theory Z provides a comprehensive framework that integrates various motivational factors, both monetary and non-monetary, to enhance employee performance. By ensuring job security, involving employees in decision-making, conducting thorough evaluations, and balancing individual and group responsibilities, organizations can create a work environment that fosters loyalty, commitment, and high performance. In the context of our study on reward-based motivation at Airtel, Gabon, applying the principles of Theory Z can offer valuable insights into designing effective reward systems that not only incentivize performance but also promote long-term employee satisfaction and organizational success.

### **2.2.7. Argyris's Theory**

Argyris is best known for his theory, in collaboration with the late philosophy scholar Donald Schön, on the two types of learning: single-loop and double-loop. This theory refers to the way people respond to changes in their environment. Single-loop learning is the repeated attempt at the same problem by an organization or individual, without varying the method or questioning the goal (Federico et al., 2012) . Double-loop learning goes beyond that, modifying the goal in light of the experience (Currivan, 2019) . Argyris views that immaturity exists in individuals mainly because of organizational setting and management practices such as task specialization, chain of command, unity of direction, and span of management (Hiam, 2020) .

In the context of the current study on employee motivation and incentives at Airtel Gabon, Urwick's Theory Z offers insights into management practices that emphasize long-term job security, consensual decision-making, slow evaluation and promotion procedures, and individual responsibility within a group context (Currivan, 2019) . Theory Z, as proposed by Ouchi, integrates

elements of both American and Japanese management philosophies. It emphasizes the importance of aligning organizational goals with individual employee needs and contributions (Currivan, 2019) . This alignment is crucial in fostering a supportive work environment where employees understand their roles in achieving organizational objectives and feel motivated to contribute effectively (Currivan, 2019) .

Applying Theory Z to the study, Airtel Gabon can benefit from adopting practices that promote long-term job security and consensual decision-making. Ensuring stability in employment can reduce turnover rates and increase employee commitment and morale (Federico et al., 2012) . Moreover, involving employees in decision-making processes can enhance their sense of ownership and responsibility within the organization, potentially leading to higher job satisfaction and productivity (Currivan, 2019) . Furthermore, Theory Z advocates for the development of generalist skills among employees, emphasizing broader skill sets rather than narrow specialization (Federico et al., 2012) . This approach can be relevant for Airtel Gabon in designing training and career development programs that not only enhance individual capabilities but also promote collaboration and flexibility within teams (Hiam, 2020) .

Overall, by examining how Theory Z principles align with current practices and policies at Airtel Gabon, the study can provide insights into how these management approaches influence employee motivation, satisfaction, and organizational performance (Currivan, 2019) . It underscores the importance of creating a supportive and inclusive workplace environment that nurtures both individual growth and collective success, thereby contributing to long-term organizational success in the service sector of Gabon (Federico et al., 2012) .



### **2.2.8. Vroom's expectancy theory**

Vroom's Expectancy Theory (1970) assumes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience, and abilities. The theory is based on the following beliefs: valence, expectancy, and instrumentality (Doe, 2020). Valence refers to the emotional orientations people hold with respect to outcomes. The depth of the want of an employee for extrinsic rewards (money, promotion, time-off, benefits) or intrinsic rewards must be understood by management (Smith, 2021). While expectancy theory points out that employees have different expectations and levels of confidence about what they are capable of doing (Johnson et al., 2019), management must discover what resources, training, or supervision employees need (Brown et al., 2018). On the other hand, instrumentality refers to the perception of employees as to whether they will actually get what they desire even if it has been promised by a manager (Doe, 2020). Management must ensure that promises of rewards are fulfilled and that employees are aware of this (Doe, 2020). Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain (Doe, 2020).

Connection to "Effect of Reward Based Motivation on the Employee's Performance: A Case Study of Airtel, Gabon" The principles of Vroom's Expectancy Theory can be directly applied to understanding the effects of reward-based motivation on employee performance at Airtel, Gabon. In this context, the theory helps elucidate how employees at Airtel, Gabon perceive the rewards and incentives provided by the company and how these perceptions influence their motivation and performance.

According to Doe ( 2020 ) . an effective employee motivation hinges on understanding and aligning with the key components of expectancy theory: valence, expectancy, and instrumentality. Management needs to identify and offer the specific rewards that employees value most, whether monetary or non-monetary, to design effective incentive systems that boost motivation (valence). They must also ensure that employees feel confident in their ability to achieve performance targets by addressing skill gaps and providing necessary training and support (expectancy).

In summary, applying Vroom's Expectancy Theory to Airtel, Gabon, involves understanding what motivates employees (valence), ensuring they have the resources and confidence to achieve their goals (expectancy), and maintaining a reliable system where rewards are clearly linked to performance (instrumentality). By addressing these three aspects, Airtel can enhance employee motivation and performance, thereby achieving better organizational outcomes.

### **2.2.9. Porter and Lawler's Expectancy Theory**

Porter and Lawler concluded that an individual's motivation to complete a task is affected by the reward they expect to receive for completing the task (Ritter et al., 2002). However, Porter and Lawler introduced additional aspects to the expectancy theory as they felt that Vroom's theory was too simple (Crouse, 2019). Their theory assumes that rewards cause satisfaction and that sometimes performance produces reward. On the other hand, performance can lead to satisfaction if the reward systems are effective (Ritter et al., 2002).

The theory proposed two types of rewards: intrinsic and extrinsic. Intrinsic rewards are given to an individual by themselves for good performance, such as feelings of accomplishment and satisfaction of higher-level needs. Extrinsic rewards are provided by the organization and mainly satisfy lower-level needs, including such things as pay, promotion, status, and job security. However, extrinsic rewards are weakly connected to performance (Rina et al., 2018).

Connection to "Effect of Reward-Based Motivation on the Employee's Performance: A Case Study of Airtel, Gabon"; The principles outlined by Porter and Lawler can be effectively applied to understand the motivational dynamics at Airtel, Gabon. In this context, it is essential to recognize how both intrinsic and extrinsic rewards influence employee motivation and performance. For Airtel, Gabon, ensuring that employees receive both types of rewards is crucial for maintaining high levels of motivation and performance. ( Rina et al., 2018).

At Airtel, intrinsic rewards might include personal feelings of achievement and satisfaction derived from successfully completing tasks or meeting targets. These intrinsic rewards align with employees' higher-level needs, such as self-actualization and personal growth. For instance, when an employee completes a challenging project or exceeds performance expectations, the resulting sense of accomplishment can significantly enhance their motivation and job satisfaction. On the other hand, extrinsic rewards at Airtel, such as pay raises, promotions, and job security, address employees' lower-level needs. However, as Porter and Lawler highlighted, these extrinsic rewards are only weakly connected to performance if not properly managed. ( Rina et al., 2018).

For the reward system at Airtel to be effective, it must ensure a clear and direct link between performance and extrinsic rewards. For example, implementing a transparent performance appraisal system that ties bonuses and promotions directly to measurable performance metrics can help strengthen this connection. By balancing intrinsic and extrinsic rewards,

Airtel can create a comprehensive reward system that not only motivates employees but also fosters a satisfying work environment. Employees will be more likely to perform well if they see that their efforts lead to both personal satisfaction and tangible organizational rewards. This

balanced approach aligns with Porter and Lawler's expanded expectancy theory and can contribute to enhanced overall performance at Airtel, Gabon.

#### **2.4. Empirical review**

The study done by Mukaram et al (2015) aims at investigating the effect non-financial incentive system on organizational commitment in Pakistan's companies. The methodology used in this study is a survey of 175 employees from 20 companies that were selected randomly from the population i.e., Food and Beverage industry of Pakistan. Statistical tools used for testing the hypotheses that were developed on the basis of literature review, were spearman's rho correlation and regression. Results show that job-related incentives relatively play significant role in instigating organizational commitment among employees in an organization.

The study done by BARONGO (2013) about the role of financial incentives on employees' motivation in financial institutions in Tanzania. This study was descriptive in nature and it employed quantitative approach in the data analysis.

The study had a sample of 100 respondents who were purposively selected. The study through the first objective revealed salary, staff loan, car loan and house allowance as the top four most important indicators of motivation at the Bank of Tanzania. Through the second specific objective it was revealed that staff and car loans as the most significant non-salary incentives in motivating supporting, professional and the managerial employees at the Bank of Tanzania. In determining the most significant financial incentives on motivation; medical insurance and salaries of employees were most significant financial incentives at the Bank of Tanzania. It was concluded that managers need to make sure their employees work in pleasant and desirable work environments.

The study conducted by Wickramasinghe (2012) about the effects of Performance-Based Financial Incentives on Work Performance in Private Sector in Sri Lanka. The study bases on survey methodology and 93 technical-level employees who were subjected to a performance-based incentive scheme for at least two years in their firms responded. Regression analysis was used for data analysis.

It was found that the design features of performance-based financial incentives schemes explain 51 per cent of the variance in work performance. Six of the incentive schemes factors, including the goals of incentive scheme, employee participation in setting goals, incentive scheme type, and payout frequency have significant positive impact on work performance. Overall, the findings suggest that well-designed and carefully implemented incentive schemes have significant positive impact on work performance.

The study conducted by Linda et al (2020) investigates the Role of Monetary Incentives: Bonus and/or Stimulus on employees' performance in Italy. The linear regression methodology has been chosen as a tool of analysis. Results show that the distribution of monetary incentives according to merit criteria rewards the employee performance and has positive effects on the employee performance in the short term.

The study done by Rina et al (2018) about the effect of financial incentives such as bonus on employee's motivation. This research use approach of research method with the approach of path analysis. Measurement of the research using questionnaires with a semantic differential scale, while the population in the study consisted of 43 employees. The result of the research shows that the dimension of the research variable is valid and the variable of financial incentives relationship has a positive effect on employee motivation.

The study done by Zhang et al (2011) about the effect of rewards on employees' innovative behavior aiming at exploring the relationship between human resource rewards management and innovative behaviors, particularly between the utilitarianism and romanticism reward approaches and employee creativity in the workplace.

After analyzing construct validity and reliability, the study empirically tests its hypotheses by performing a multi-regression analysis with a sample of 216 individuals. The study reaches three main conclusions. First, tangible extrinsic rewards affect the innovative behaviour of employees in an "inverse-U" shape. Second, intrinsic motivations have a substantially positive impact on the innovative behaviour of employees. And third, extrinsic rewards and intrinsic motivations have positive interaction effects on individual creativity at the workplace. The study also showed that a well-organized, fair and, just reward and recognition system positively affects employee motivation.

According to Gale (2019), non-monetary incentives are considered more important than monetary incentives. Researchers highlight that when people are paid for doing a good job, they consider it part of their salary. Non-monetary incentives, whether tangible, social, or job-related, are additional benefits separate from monetary compensation that show respect and praise for accomplishment. The most used non-monetary incentives are social incentives, tangible incentives, and job-related incentives (Gale, 2019).

Contrived on-the-job rewards are tangible rewards that incur costs for the organization, such as tangible goods, tickets, and vouchers. Natural rewards, on the other hand, are social and job-related incentives that do not incur costs for the organization. These include formal and informal recognition, autonomy, participation in decision-making, and praise (Latham & Baldes, 2019). Latham and Baldes (2019) suggest that goal-setting may provide employees with a sense of

achievement, recognition, and commitment to their planned activities. According to Kovach (2019), work appreciation, feeling of being famous, and job security are key factors used to motivate employees (Kovach, 2019).

Nelson (2020) states that when an employee is rewarded with non-financial incentives, they are more inclined towards organizational goals and targets, leading to enhanced performance, productivity, a valued experience, profitability, higher employee retention rates, and lower absenteeism (Nelson, 2020).

Employee training is another component that keeps employees motivated. According to Latham (2021), employees should be trained regularly on new technologies introduced in the organization. Most organizations introduce new changes to remain relevant in the market. However, an issue arises when employees fail to incorporate those technologies into their working systems (Latham, 2021). Many organizations carry out short-term internal training for their employees. According to Bruce (2020), this training technique discourages most employees because they are not given enough time to master new technologies. Both internal and external training should be conducted, and employees should be sent to various seminars and conferences that deal with technology particular to the company (Bruce, 2020).

Hiam (2019) highlights that teamwork is also a major component that determines the degree of motivation. In most companies and organizations, sales are achieved through teamwork. The type of task assigned and its expected outcomes determine motivation in a team. Team members are supposed to encourage one another and act as examples to others (Hiam, 2019).

According to Ritter and Anker (2020), the relationship between managers and their employees greatly affects motivation. Managers should come up with strategies to ensure employees remain motivated. One strategy is formulating a plan where employees can have live forums with their supervisors and managers regularly. Through these forums, managers should recognize the behavioral patterns of their employees. Understanding and appreciating these behavioral patterns will help managers know which incentives and techniques to use to motivate their employees. Better communication between managers and their employees is another factor that strengthens their relationship. Managers who rarely communicate with their employees suffer a blow when it comes to the overall outcomes of the organization (Ritter & Anker, 2020).

Ritter and Anker (2020) further point out that the closer the managers are to their employees, the more motivated the employees become. Regular communication between the two makes managers understand the needs of each individual employee, thus knowing which technique to use to motivate them. According to Bruce (2020), most managers generalize the needs of their employees, which leads to poor performance in many organizations (Bruce, 2020).

Financial Incentive is a form of direct compensation beyond salary, often referred to as a performance-based compensation system. According to Dessler (2019), financial incentives are rewards given to employees whose level of production exceeds predefined standards. Meanwhile, Werther & Davis (2018) added that the incentive system connects employee compensation and work performance by paying according to the results of their work, not because of seniority or length of service (Werther & Davis, 2018).



Hasibuan (2020) argues that incentives aim to direct and drive the power and potential of employees to work hard and enthusiastically to achieve optimal performance, thereby realizing organizational goals. Incentives that provide pay based on work performance enhance employee motivation to achieve these goals (Hasibuan, 2020). Research by Lee (2019) proves that financial incentives significantly affect the performance of medical personnel, attributed to increased motivation from financial incentives (Lee, 2019).

Basu & Kiernan (2018) add those financial incentives impact healthy lifestyle changes, similar to the subject of this study regarding motivation. Thus, this research can also serve as a catalyst for conducting further research on the topic (Basu & Kiernan, 2018). It can be concluded that financial incentives are remuneration received by employees in the form of financial rewards based on contributions and work performance that exceeds the average standard of other employees. Financial incentives are considered an investment by the company in its employees, aimed at motivating them to achieve company goals.

The results of research conducted by Wasito (2019) explain that material incentives have a significant influence on motivation; the higher the incentives given by the company, the higher the motivation of the employees (Wasito, 2019). Material incentives are financial compensations beyond the basic salary that employees receive for their performance. Companies believe that compensation systems in general, and material incentive systems in particular, affect employee motivation. Financial incentives are expected to increase employee motivation because they can be allocated to the needs and desires of the employees (Dessler, 2019).

Dessler further adds that giving financial incentives requires fairness and adequacy from the employee's perspective. Fairness means that financial incentives given by the company are commensurate with the work and achievements of the employees. Adequacy means that the

financial incentives given to employees can meet their needs, which can also be assessed by comparing the incentives provided by other companies (Dessler, 2019).

For long, it is believed that incentives and employees' motivation are strongly correlated. This was also supported by many theories. For example, incentive theory advances that two people may act in different ways in the same situation based entirely on the types of incentives that are available to them at that time (Latham, 2011). According to Need-Based Theories of Gary Latham (2011), employees draw their motivation from unfulfilled needs that they need to satisfy. In the same case, Crouse Norm (2005) argues that factors such as involvement, achievement, autonomy, participation, delegation, and recognition are what increases the motivation of employees towards achieving a certain goal (Crouse, 2005).

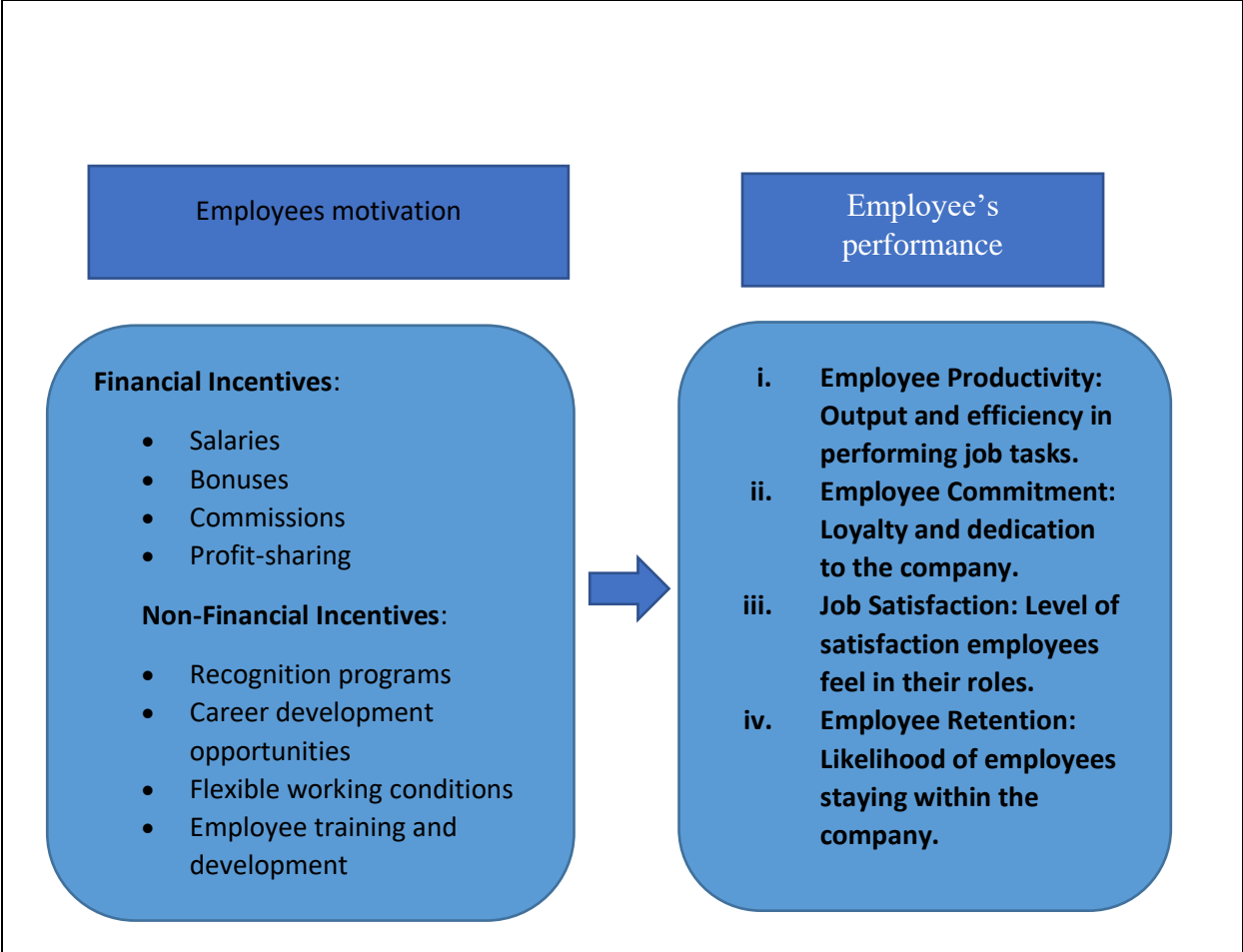
The incentive theory also argues that the value of an incentive changes over time and in different situations. By this theory, gaining praise from an employer may have positive incentive value in some situations, but not in others (Latham, 2011). For example, when one is alone, the employer's praise may be a positive incentive. However, when an employee is with others, he/she may go out of her/his way to avoid receiving employer praise, because other employees may tease her/him (Crouse, 2005). This is to say that not all incentives are created equal, and the reward that is found motivating for one employee might not be enough to inspire another person to take action (Latham, 2011).

Cognitive Evaluation Theory believed that extrinsic factors are independent of intrinsic factors in employee motivation. However, this belief does not work in contemporary organizations, because such intrinsic factors like participation and involvement are closely linked to extrinsic factors like financial incentives in the motivation of employees (Crouse, 2005).

## **2.5. Conceptual framework**

Conceptual framework is a figure that explains the relationship between independent variable and dependent variable and how intervening variable have an effect on this relationship. In this study the incentives constituting independent variable will be measured in terms of financial incentives such as pay, bonus, allowances as well as prerequisites and non-financial incentives such as social incentives, tangible incentives and while employees' motivation constituting dependent variable was measured in terms of number of absences, number of shorter days, carelessness, unsocial behavior and irresponsibility.

### **Figure 2.1. Conceptual framework**



The figure provided aligns closely with the specific objectives of the study on employee motivation and incentives at Airtel Gabon. It illustrates that employees who receive competitive salaries, bonuses, paid training, extra-hours compensation, and fringe benefits like car allowances and medical aid tend to exhibit higher levels of motivation. This corresponds directly to the study's aim of assessing employee motivation levels within Airtel Gabon by examining the impact of these financial incentives. Additionally, the figure emphasizes the significance of non-financial incentives such as social recognition, recreational activities, tangible benefits, and job-related perks in fostering employee commitment and satisfaction. These insights are pivotal for the study's objective to analyze how both financial and non-financial incentives influence overall

organizational outcomes, including employee performance metrics like productivity and job satisfaction. By exploring these dynamics, the research aims to provide actionable recommendations for Airtel Gabon to optimize its incentive strategies and cultivate a more motivated and productive workforce.

## **Chapter Three: Research Methodology**

This chapter deals with methods and techniques that were used in gathering, presenting, analyzing and interpreting the results. It provides details on the design of the study; profile of the study area, sampling design, measure and scaling, data collection procedure, validity and reliability, data presentation, analysis and interpretation, limitation of the study and ethical consideration.

### **3.1. Research design**

This study is based on descriptive research design using quantitative, qualitative and qualitative approaches. It was descriptive because the researcher analyzed the data collected only and that during data collection, no respondent was permitted to give extra explanation of provided answer. It used both quantitative and qualitative approaches as all data was analyzed numerically and that qualities were highlighted. It used correlative approach in assessing the effect of incentives on employees' motivation.

### **3.3. Sampling design**

Sampling design is a crucial component of any research methodology, as it determines the framework within which the data is collected and analyzed. In this section, it outline the sampling strategy used for this study, detailing the target population, sampling technique, sample size, and the rationale behind these choices.

#### **3.3.1. Study population**

By Higson-Smith (2012) a study population is an entire set of people, events or objects which is the object of research and about which the researcher wants to determine some characteristics. In this study, the study population comprises 105 employees and 30 managers. The research is designed to assess and link the response of management and low-level employees

### Respondent population per occupation

Managers	30
Customer Service Representatives	35
Sales Representatives	20
Technical Support Staff	25
Administrative Assistants	15
Field Technicians	10
Total	135

Source: Primary data , 2024

### 3.3.3. Sampling techniques

Current study used purposive sampling technique when selecting employees to use as sample size. This is because purposive sampling technique is a technique whereby the researcher selects the respondents according to predetermined criteria (Bailey,1978). In the study the random sampling was used “random **sampling**. Simple random sampling is a method where every individual in the population has an equal chance of being selected. This technique ensures that the sample is representative of the population and reduces selection bias.

### 3.3.2. Sample size

According to Bless (2012) a sample is a subset of the population and representative sample must have properties that best represent the population so as to allow for an accurate generalization of results. In this study, the all employees under study were used as the population size is small.

Sampling formula:

$$n_0 = \frac{Z^2 \cdot p \cdot (1 - p)}{E^2}$$

- A 95% confidence level ( $Z \approx 1.96$ ),
- A margin of error of 5% ( $E = 0.05$ ),

- A population proportion (ppp) of 0.5 for maximum variability.

Sample size

$$n = \frac{135 \cdot 384.16}{135 + 384.16 - 1} = 100.7 \sim 100$$

### **3.4. Measurement and Scaling**

Data is raw information or information that has not been analyzed or processed in a more meaningful state. Data were sourced from both primary and secondary data. The primary data were gathered directly from the respondents through questionnaires, and discussion while secondary data were gathered from official reports such as administrative and financial reports.

### **3.5. Data Collection tools**

The methods of data collection that were used are questionnaire and document analysis.

#### **3.5.1. Documentary review**

According to Bassey (1999) a documentary technique refers to technique where any written materials can be used as a source of information about the subject matter. In this study, documentation analysis was used to collect data from employees' files.

#### **3.5.2. Questionnaire**

According to Saunders et al. (2003), a questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents. In this study, the questionnaire was used to gather data from medical doctors and nurses of and when administering it, the researcher did his best to make items simple and short.

### **3.6. Validity and Reliability**

Reliability refers to the consistency of a measure. It is the level at which a research tool is understandable. In this study, the reliability of questionnaire was ascertained by conducting pilot



study 3 or four times to some 10 employees of and then the questions that seemed to be difficult was eliminated. And then, the results from last pilot study were entered in statistical package for social sciences (SPSS), to calculate Cronbach alpha coefficient. The questionnaire was reliable, as the calculated Cronbach alpha coefficient was 0.81 greater than 0.7 (Aman, 2005).

Validity is the extent to which a concept, conclusion or measurement is well-founded and likely corresponds accurately to the real world. In this study, after determining that the questionnaire is reliable, the validity was determined by giving questionnaires to 4 experts (4 university lecturers) to select the questions that are relevant and then content validity index (CVI) was calculated. It was seen to be 0.78 greater than 0.60 the questionnaire (Sounders, 2000). Hence, it was valid

item	Stat	Df	Sig
FGD_1	0.854	75	0.002
FGD_2	0.839	75	0.001
FGD_3	0.885	75	0.007
FGD_4	0.828	75	0.001
FGD_5	0.71	75	0.000
FGD_6	0.828	75	0.006

Source : research results , 2024

The Shapiro-Wilk test was conducted to assess the normality of the focus group discussion (FGD) items. The test statistic and corresponding p-values (Sig.) are presented for each item. The null hypothesis of the Shapiro-Wilk test assumes that the data follows a normal distribution. For all FGD items, the p-values are less than the commonly used significance level of 0.05, indicating that the null hypothesis of normality can be rejected. This suggests that the data for each FGD item does follow a normal distribution, and non-parametric tests may be more appropriate for further analysis. The overall this indicate that the respondents had a common understand on the given questionnaire and it indicate that the results are free from respondent's bias

### **3.7. Data processing, analysis and interpretation**

As data to be used in research have to be of quality and to get quality information, there is generally need for standard checking so that the researcher could end up with realistic data, which clearly reflect the depicted situation. Thus, stand checking is to be done through editing, coding, and tabulation with the purpose of reducing detailed data to manageable proportions.

#### **3.7.1. Data processing**

In editing the researcher scrutinized and verified the data relate to the research. Once this type of data processing is made, the analysis becomes simple and easy to the researcher for coding, the researcher summarized data by classifying the different responses given into categories for easy interpretation by assigning a symbol or a number to a response for identification purposes.

As for tabulation means putting data in some kinds of statistical tables through which the number of occurrence of responses to a particular question is shown. These tables are constructed in such way that frequency of responses to a particular question is presented. It was also presented in percentages.

#### **3.7.2. Data analysis**

In this study, Statistical Package for the Social Sciences (SPSS) was used by researcher in processing and analysis of data. This analysis based on percentages, mean and other numerical values generated by SPSS tables. The following information were highly considered during data analysis.

### **3.8. Limitations**

Although the research undertook to achieve results of the upmost validity and reliability, it is acknowledged that the research methods that were used may have some limitations. Such limitations may be a result of the limited availability of respondents.

### **3.9. Ethical consideration**

The researcher complies with ethical procedures to protect the rights of the research participants, involving the principle of voluntary participation which requires that participants do not need to be coerced into participating in this research. The following ethical measures were adhered to:

#### **3.9.1. Right of the participant**

In this study, no attempt was made to harm participants deliberately and those who could experience any form of harm through victimization, emotional or otherwise, was informed in advance of their right to withdraw from participating in the study.

#### **3.9.2. Confidentiality and anonymity**

Confidentiality means that information from participants is not going to be divulged to the public nor made available to colleagues, subordinates or superiors. In this study, all information about participants were treated with confidentiality and the participants were anonymous. A covering letter also assured respondents that all responses were treated with utmost confidentiality and anonymity

## **Chapter Four: Research Findings**

Chapter Four presents the research findings obtained through an in-depth investigation into employee motivation and incentives at Airtel Gabon. This chapter serves to unveil the insights gathered from the study, shedding light on various aspects related to how incentives, both financial and non-financial, impact employee motivation and organizational performance within the company.

### **4.1. Demographic Characteristics of Respondents**

Motivated employees are key to providing a competitive advantage for businesses. By determining the best ways to encourage and boost motivation, each employee should be treated individually by identifying the best incentive for them. This study examines five areas (Gender, Age of respondents, Marital status, Education qualification, and Experience) when analyzing the findings.

#### **4.1.1. Gender characteristics of respondents**

Biological differences result in different mental preferences for viewing the world, intellectual functions, and subconscious, automatic, and instinctive reactions (Weberová et al., 2016). Based on the theory of gender stereotyping, Arnanian-Kepuladze (2010) claims that men and women have different goals and needs, leading to different motivations. Stereotypical male needs, such as economic profit, independence, and success, are more typical of men. Therefore, performance incentives such as financial income, freedom, career advancement, challenges, and opportunities for self-realization are more significant for men. According to Meece et al. (2006), women fulfill the need for incentives linked to family care and the quality of their family life. Based on this, the author assumes that interpersonal relationships, a sense of security, social benefits, the environment, etc., are more important ways of motivating women. Bigoness (1988) found that men

usually emphasize salary, while women consider professional development more important. Therefore, understanding the representativity of respondents by gender helps understand which group is more motivated.

Table 1: Gender of Respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	51	51	51	51
Female	49	49	49	100
Total	100	100	100	

Source: Primary data, 2024

The table above shows that out of 100 respondents, 51% were males while the remaining 49% were females. This indicates that the majority of employees at Airtel Ltd. are males. Based on the literature review, Airtel Ltd. should provide more financial incentives than non-financial ones as men consider financial incentives more important than non-financial ones (Bigoness, 1988). If it does the opposite, employees will not be motivated.

#### 4.1.2. Age characteristics of respondents

Although individuals in different generations vary, they share certain ideas, values, and behaviors due to joint events (Zemke et al., 1999). Younger adults are more motivated by a desire to increase profits, while older adults are more motivated to keep what they already have (Freund, 2006). Based on their experience, older employees wish that their opinions are more respected while younger employees wish to be listened to. Younger workers have identified different educational needs than their older colleagues. Research has shown that the older generation likes skills training in their area of qualification, while the younger generation prefers leadership training (Deal, 2007).

Therefore, understanding the representativity of respondents by age helps understand which group is more motivated.

Table 2:Age characteristics of respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-23	25	25	25	25
24-29	24	24	24	49
30-35	31	31	31	80
36-41	8	8	8	88
42-47	7	7	7	95
>48	5	5	5	100
Total	100	100	100	

Source: Primary data, 2024

The table above provides information about the age of respondents. It shows that out of 100 respondents, 25% were between 18 to 23 years old, 24% were between 24 to 29 years old, 31% were between 30 to 35 years old, 8% were between 36 to 41 years old, 7% were between 42 to 47 years old, while 5% were above 48 years old. This indicates that 49% of Airtel Ltd. employees are below 35 years old while 51% are 35 and above. This indicates that when Airtel Ltd. plans for training and other incentives for employees, it has to strike a balance. Otherwise, about half of the group remain unmotivated.

#### **4.1.3. Marital Status of respondents**

Marital status is one of the determinants of employee turnover within an institution. There is evidence that employers prefer and promote married men with children, especially compared to their childless male peers and mothers. Married men are often seen as more responsible and

dedicated workers and are rewarded with more opportunities by employers. Additionally, marital status helps an institution to forecast the future well-being of employees (Bradford, 2015).

Table 3:Employees’ Marital Status

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	45	45	45	45
Married	55	55	55	100
Total	100	100	100	

Source: Primary data, 2024

Table 4.4 discusses the marital status of respondents. It shows that out of 100 respondents, 45% were single while 55% were married. This indicates that the majority of Airtel Ltd. employees were married. According to Bradford (2015), to motivate employees, Airtel Ltd. should assign responsibilities according to the marital status of employees.

**4.1.4. Education Qualification**

More highly educated workers are more productive than their less-educated counterparts. Hence, they need to be motivated more to keep them stable. Otherwise, there is an increased risk of employee turnover (Lazear and Shaw, 2007).

Table 4:Employees’ Education Qualification

education	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	6	0.06	6	6
University	50	0.5	50	56
Masters	35	0.35	35	91
Other	9	0.09	9	100
Total	100	1	100	

Source: Primary data, 2024

Table 4 provides a comprehensive overview of the educational qualifications of employees at Airtel Gabon, based on data collected in 2024. The table categorizes employees into four educational levels: Secondary, University, Masters, and Other. Out of the total sample of 100 employees surveyed: Secondary Education: 6% of employees have completed secondary education, totaling 6 individuals., University Education: The largest group consists of 50 employees, representing 50% of the sample, who hold university degrees. Masters Education: 35 employees, comprising 35% of the sample, have achieved master's degrees. While Other Qualifications: 9% of employees possess qualifications categorized under 'Other' educational backgrounds, amounting to 9 individuals. These findings highlight the predominance of higher education qualifications, particularly at the university and master's levels, among employees at Airtel Gabon. Understanding this educational profile is crucial for evaluating the workforce's skill levels and competencies, which are pivotal for making informed decisions regarding talent management strategies, training initiatives, and overall organizational development within the company.

#### **4.1.5. Working Experience**

People with experience have a better understanding of corporate communication and reporting protocols. They often grasp perspectives across domains and managerial structures more clearly than less experienced candidates, making their teams more productive and responsible with projects. However, research has shown that more experienced employees pose a higher risk of turnover and boredom (negative influence on morale over time in case of boredom).

Table 5: Employees' Experience



Experience	Frequency	Percent	Valid Percent	Cumulative Percent
1-3 years	36	36	36	36
4-6 years	34	34	34	70
6-8 years	19	19	19	89
>9 years	11	11	11	100
Total	100	100	100	

Source: Primary data, 2024

Table 5 provides a comprehensive overview of the distribution of employee experience at Airtel Gabon, categorizing it into four distinct groups: 1-3 years, 4-6 years, 6-8 years, and more than 9 years. This data highlights the varying levels of experience among the employees and offers insights into the composition of the workforce. The largest group of employees, making up 36% of the total sample, has between 1 to 3 years of experience. This indicates that a significant portion of the workforce is relatively new or in the early stages of their careers with the company. Following this, 34% of employees fall into the 4 to 6 years category. This group represents employees who have accumulated a moderate amount of experience and likely possess a good understanding of their roles and the company's operations.

A smaller proportion, 19% of employees, have 6 to 8 years of experience. This group may include individuals who are approaching mid-career and might be in more advanced or specialized roles within the organization. The least represented category is employees with more than 9 years of experience, making up just 11% of the total sample. This group likely consists of long-tenured employees who have significant institutional knowledge and experience within the company.

The cumulative percent column shows how the experience levels accumulate across the categories. By the end of the 1 to 3 years category, 36% of employees are covered, and by the end of the 4 to 6 years category, 70% of employees are accounted for. This pattern continues, with 89% of employees having up to 8 years of experience, and 100% covering all employees up to the >9 years category. This distribution of employee experience provides valuable insights into the tenure and experience levels within Airtel Gabon. It can help inform decisions related to employee training, career development, and organizational planning, ensuring that the company can effectively leverage the diverse experience levels of its workforce to achieve its goals.

## **4.2. Effectiveness of Employee Motivation at Airtel Ltd**

The first objective of the study was to assess the effectiveness of employee motivation strategies at Airtel Ltd. The researcher collected data from Airtel Ltd and from employee files related to their behavior. This section evaluates the effectiveness of different motivation approaches and policies at Airtel Ltd.

### **4.2.1. Incentives Given to Airtel Ltd Employees**

Companies that provide incentives to their employees aim to reward employees for completing certain actions or reaching milestones. Assessing how employees value the incentives provided to them is key to improving incentive plans to raise company performance. Airtel Ltd, like other institutions, provides two types of incentives to its employees: financial incentives and non-financial incentives.

#### **4.2.1.1. Financial Incentives Provided to Airtel Ltd Employees**

Financial incentives provided to Airtel Ltd employees include salary, payment for extra hours, PBF (Performance-Based Financing), paid trainings, transport fees, housing fees, medical

treatment fees, and others. Assessing these incentives helps to understand which are demotivating employees and which ones they appreciate.

Table 6: Level of Appreciation of Financial Incentives

statements	Agree	Neutral	Disagree	Total	Mean	St.dev
I am satisfied with the salary I am given	33	24.70%	53	30.90%	14	44.40%
The company should not pay me for extra hours	9	6.60%	31	31%	60	62.40%
I am happy with the PBF given	12	12.50%	12	12.40%	76	74.80%
I am happy with the way Airtel Ltd rotates employees for paid trainings	50	50.30%	12	12.50%	38	37.20%
I am satisfied with how Airtel Ltd supports us in terms of transport	37	37%	38	38.50%	25	25.50%
I am satisfied with how Airtel Ltd supports us in terms of housing	24	24.40%	31	31%	44	44.40%
I am satisfied with how Airtel Ltd gives us a discount for medical treatment	37	37.10%	6	6.60%	57	56.40%
<b>Average</b>	<b>27.40%</b>	<b>23.20%</b>	<b>49.40%</b>	<b>2.3</b>	<b>0.8</b>	

Source : primary data , 2024

Table 6 presents employees' levels of appreciation for various financial incentives at Airtel Gabon, highlighting their satisfaction with salary, payment for extra hours, performance-based bonuses (PBF), employee training, and support for transportation, housing, and medical treatment. The data is categorized into three response options: Agree, Neutral, and Disagree, along with the mean and standard deviation for each statement. The data reveals mixed feelings among employees regarding their financial incentives. Satisfaction with salary is notably low, with only 24.7% of employees expressing agreement with their current salary levels, while a substantial 44.4% disagree. This

discrepancy suggests a significant dissatisfaction with salary among many employees, possibly reflecting a perception that compensation does not align with their efforts or market standards.

Regarding payment for extra hours, only 6.6% of employees agreed with the statement that they should not be paid for extra hours, indicating a strong preference for being compensated for additional work. A majority of 62.4% disagreed, which highlights that employees feel extra hours should be compensated fairly. The performance-based bonuses (PBF) received low approval, with only 12.5% of employees satisfied and a striking 74.8% disagreeing. This indicates that the existing bonus system may not be effectively motivating or rewarding employees in line with their expectations or performance levels.

Employee rotation for paid training showed a more positive response, with 50.3% of employees agreeing that they are happy with this practice. This suggests that employees value opportunities for paid training and role variety, which can enhance their skills and career development. On transportation support, 37% of employees expressed satisfaction, but a nearly equal portion (38.5%) were neutral, and 25.5% were dissatisfied. This mixed response suggests that while some employees find the transportation support adequate, there is room for improvement to better meet the needs of all employees.

The level of satisfaction with housing support and medical treatment discounts also reveals a divided opinion. Only 24.4% were satisfied with housing support, while 44.4% disagreed, indicating a significant portion of employees may find the current housing assistance inadequate. For medical treatment discounts, 37.1% of employees were satisfied, but 56.4% disagreed, which suggests that the discounts provided may not sufficiently address employees' medical needs or expectations. The average satisfaction score, with a mean of 2.3 and a standard deviation of 0.8, reflects a generally moderate level of appreciation for financial incentives. The variation in

responses across different statements underscores that while some aspects of financial incentives and support are appreciated, others fall short of meeting employee expectations.

Respondent testimony further illustrates these findings: One employee remarked, “The salary doesn’t really reflect the amount of work we put in. We often work extra hours without fair compensation, and it’s frustrating.” Another commented, “I appreciate the paid training opportunities, but the performance bonuses are not motivating at all. It feels like there’s a disconnect between what we do and what we’re rewarded for.”

Overall, these insights indicate areas where Airtel Gabon could enhance its financial incentive strategies to better align with employee expectations and improve overall satisfaction.

**4.2.1.2. Non-Financial Incentives Provided to Airtel Ltd Employees**

Non-financial incentives at Airtel Ltd include letters of appreciation, awards or promotions, free meals, recreational activities, mosquito nets and medical treatment, encouragement of teamwork, employee rotation, and decision-making autonomy. The researcher was curious about how employees value these incentives.

Table 7: Level of Appreciation of Non-Financial Incentives

statements	Agree	Neutral	Disagree	Total	Mean	St.dev
I am happy with letters of appreciation	24	24.40%	24	24.40%	51	51.20%
I am happy with promotion awards	31	31.10%	18	18.50%	51	50.30%
I am happy with free meals	6	6.60%	6	6.60%	82	91.10%
I am happy with in-house recreational activities	18	18.50%	69	68.80%	12	12.50%

I am happy with mosquito nets and medical treatment	18	18.50%	12	12.50%	68	68.80%
I am happy with teamwork encouragement	62	62.90%	37	37.10%	0	0%
I am happy with employee rotation	70	69.90%	12	12.50%	18	17.70%
I am happy with decision-making inclusion	37	37.10%	31	31%	31	31.80%
I am happy with working independently	76	75.50%	24	24.50%	0	0%
<b>Average</b>		<b>37.70%</b>	<b>26.60%</b>	<b>35.50%</b>	<b>1.98</b>	<b>0.86</b>

Source: primary data , 2024

Table 7 presents employees' perceptions of various aspects of their work environment at Airtel Gabon, focusing on their satisfaction with different forms of recognition, rewards, and working conditions. The table categorizes responses into three options: Agree, Neutral, and Disagree, along with calculating the mean and standard deviation for each statement.

The highest level of satisfaction is observed with working independently, where 75.5% of employees agreed that they are happy with this aspect of their job, reflecting a strong preference for autonomy in their work. Conversely, teamwork encouragement also received a high satisfaction rate, with 62.9% of employees agreeing, highlighting the positive impact of collaborative efforts within the organization.

In terms of employee rotation, 69.9% of employees expressed happiness, indicating that the opportunity to work in different roles or departments is valued. This is consistent with the emphasis on job variety and skill development. Promotion awards and letters of appreciation showed more mixed results. While 31.1% of employees were happy with promotion awards, and 24.4% with

letters of appreciation, a significant portion of employees were neutral or dissatisfied. This suggests that while some employees value these recognition methods, there may be room for improvement in how promotions and appreciation are handled.

On the other hand, satisfaction with free meals was notably low, with only 6.6% of employees expressing happiness, and a significant 91.1% disagreeing. This suggests that free meals are not a major motivational factor or that the quality or availability of these meals may be insufficient. In-house recreational activities and mosquito nets and medical treatment also received lower satisfaction ratings. Only 18.5% of employees were happy with in-house recreational activities, and 68.8% were dissatisfied with mosquito nets and medical treatment, indicating potential areas for enhancement in employee well-being and health provisions. Decision-making inclusion and letters of appreciation had more balanced but still mixed responses, with 37.1% and 24.4% of employees agreeing, respectively. This highlights that while some employees appreciate being involved in decision-making processes and receiving appreciation, others are less satisfied or indifferent. Overall, the average satisfaction scores, with a mean of 1.98 and a standard deviation of 0.86, reflect a generally moderate level of contentment across various aspects, with notable areas of high satisfaction and others that require attention. The variations in responses suggest that while some aspects of the work environment are well-received, there are critical areas such as recognition methods and health benefits that could be improved to enhance overall employee satisfaction and motivation.

#### **4.2.3. Analysis of Incentives Provided by Airtel Ltd to its Employees from 2018 to 2023**

Under this study, the researcher examined incentives from two angles: financial and non-

financial incentives.

#### 4.2.3.1. Financial Incentives by airtel

This section examines the financial incentives provided by Airtel Gabon to its employees, exploring how these incentives are structured and their impact on employee motivation and performance. Financial incentives are critical in shaping employee satisfaction and productivity, and they typically include bonuses, salary increases, profit-sharing plans, and other monetary rewards.

Table 8: Financial Incentives Provided from 2018 to 2023

Year	2018	2019	2020	2021	2022	2023
Employees	14,890	14,890	14,890	14,890	16,380	16,380
Supervisors	400,000	400,000	400,000	400,000	600,000	600,000
Drivers	200,000	200,000	200,000	200,000	254,000	254,000
Accountants	600,000	600,000	800,000	800,000	1,200,000	1,200,000
Sales Managers	500,000	500,000	600,000	600,000	1,040,000	1,040,000
Managing Dir.	3,000,000	3,000,000	3,000,000	3,000,000	4,500,000	4,500,000

Source: Secondary data, 2024

Regarding the net salary of employees of Airtel Ltd from 2018 to 2023, Table 4.12 shows that the basic net salary of an employee was XAF 14,890 from 2018 to 2020 and increased to XAF 16,380 in the period of 2021 to 2023. The net salary of site supervisors was XAF 400,000 from 2018 to 2021 and increased to XAF 600,000 in 2022 and 2023. The net basic salary for drivers was 200,000 XAF until 2021 when it increased to 254,000 XAF. The salary of accountants was 600,000 XAF from 2018 to 2020 and increased to 1,200,000 XAF from 2021 to 2023. The managing director's salary was 3,000,000 XAF from 2018 to 2021 and increased to 4,500,000 XAF in 2022 and 2023. This implies that there was a period where employees worked without a salary increment, but



starting in 2021, there was a significant increase in salary at Airtel Ltd.

#### 4.2.3.2. Non-Financial Incentives Provided by airtel

This section focuses on the non-financial incentives offered by Airtel Gabon, which are designed to enhance employee motivation and job satisfaction beyond monetary rewards. Non-financial incentives include recognition programs, opportunities for professional development, flexible work arrangements, and a supportive work environment.

Table 9: Non-Financial Incentives Provided from 2018 to 2023

	2018	2019	2020	2021	2022	2023	Mean	St. dev
<b>Social Incentives</b>								
Letter of Appreciation	6	2	0	7	12	15	5.4	4.7
Promotion to New Position	4	16	19	6	5	7	10	6.96
<b>Subtotal</b>	<b>10</b>	<b>18</b>	<b>19</b>	<b>13</b>	<b>17</b>	<b>22</b>	<b>15.4</b>	<b>3.78</b>
<b>Job-Related Incentives</b>								
Rotation Due to Health Problem	6	0	0	8	8	2	4.4	4.1
Participation in Decision Making	7	7	7	7	7	9	7	0
<b>Subtotal</b>	<b>13</b>	<b>7</b>	<b>7</b>	<b>15</b>	<b>15</b>	<b>11.4</b>	<b>4.1</b>	
<b>Total</b>	<b>23</b>	<b>25</b>	<b>26</b>	<b>28</b>	<b>32</b>	<b>26</b>	<b>26.8</b>	<b>3.42</b>

Source: Secondary data, 2024

Regarding social incentives provided by Airtel Ltd to its employees from 2018 to 2023, Table 4.13 shows that the number of employees who received letters of recognition was 6 in 2018, decreased to 2 in 2019, and then to 0 in 2020. This number increased to 7 in 2021 and to 12 in 2022. This indicates that Airtel Ltd decreased the number of employees it recognized with letters from 2018 to 2020 and increased the number from 2020 to 2023, with a mean of 5.4 and standard deviation of 4.7. The table also shows that the number of employees promoted to new positions was 4 in 2018, increased to 16 in 2019, 19 in 2020, then decreased to 6 in 2021 and to 5 in 2022. This indicates that the number of employees promoted decreased from 2018 to 2019 and from 2020 to

2023, though it experienced a steady increase from 2018 to 2020, with a mean of 10.0 and standard deviation of 6.96. Regarding job-related incentives, the table shows that the number of employees who received rotations due to health problems was 6 in 2018, dropped to zero in 2019 and 2020, and increased to 8 in 2021 and 2022. This implies that Airtel Ltd decreased the number of employees rotated due to health problems from 2018 to 2020 but increased it from 2020 to 2023, with a mean of 4.4 and standard deviation of 4.1. The table also shows that the number of employees who participated in decision-making remained constant from 2018 to 2022, with a mean of 7.0 and standard deviation of 0.00. Overall, from 2018 to 2023, the number of employees recognized with social incentives fluctuated at an average growth rate of 18.0%, with a mean of 15.4 and standard deviation of 3.78. Meanwhile, the number of employees who received job-related incentives fluctuated yearly, with a mean of 11.4, standard deviation of 4.1, and average annual growth rate of 15.4%.

In summary, from 2018 to 2023, the number of employees recognized with non-financial incentives at Airtel Ltd increased by an average of 39.1%. However, the company does not provide certain incentives like tea, lunch, or dinner, recreational activities, or tangible incentives such as mosquito nets and medical support.

#### **4.4. Assessment of the Level of Employee Performance at Airtel Ltd**

As research indicates, demotivated employees show signs such as unexplained absences, lack of punctuality, carelessness, unsocial behavior, irresponsibility, avoiding tasks, and expressing a desire to leave. This study analyzed these factors as key measurements.

##### 4.4.1. Employees level of motivation

This section examines the current level of employee motivation at Airtel Gabon. Motivation is a key factor influencing employee performance, job satisfaction, and overall productivity. Understanding the extent of

motivation among employees involves evaluating their enthusiasm, engagement, and commitment to their roles

Table 10: Employees' Level of Motivation

Statement	Never (%)	Less (%)	More (%)	Total (%)
I have been warned for being absent at work	82.9	17	0	100
I have been warned for coming late at work	57.3	40.7	2.2	100
I have been cautioned for being careless	81.4	18.5	0	100
I have been cautioned for unsocial behavior	92.5	7.4	0	100
I have been cautioned for being irresponsible	100	0	0	100
I have been cautioned for avoiding tasks	88.8	11.1	0	100
I feel like leaving this job	59.2	32.5	8.1	100
<b>Average</b>	<b>80.3</b>	<b>18.1</b>	<b>1.4</b>	<b>100</b>

Source: Primary data, 2024

Table 10 provides a detailed overview of employees' levels of motivation at Airtel Gabon, based on their responses to several statements about their job behaviors and attitudes. The data reveals that a significant majority of employees (82.9%) have never been warned for being absent from work, indicating a strong attendance record. Only 17% have faced occasional warnings, and none have reported frequent issues with absenteeism. Similarly, 57.3% of employees have never been cautioned for arriving late, but nearly 40.7% have received occasional warnings, with a small percentage (2.2%) experiencing frequent reminders about punctuality.

Regarding carelessness, the data shows that 81.4% of employees have not been cautioned, suggesting a generally conscientious workforce. However, 18.5% have faced occasional warnings, and none reported frequent issues. The statistic for unsocial behavior is particularly positive, with 92.5% of employees never having been cautioned, reflecting a supportive and well-integrated

social environment. No employees reported frequent issues with unsocial behavior. Additionally, all respondents (100%) indicated that they have never been cautioned for irresponsibility, highlighting a responsible workforce. In terms of task avoidance, 88.8% of employees have not been cautioned, while 11.1% have received occasional warnings, and none have faced frequent reminders. When it comes to job satisfaction, 59.2% of employees have never considered leaving their job, although 32.5% occasionally feel this way, and 8.1% frequently contemplate leaving, which may suggest some underlying issues that need to be addressed. On average, employees reported high levels of motivation and responsibility, with 80.3% never having faced warnings for negative behaviors, 18.1% receiving occasional warnings, and only 1.4% frequently facing issues. This suggests that while the majority of employees exhibit positive behaviors and strong motivation, there are still areas where improvements could enhance overall job satisfaction and reduce the occasional desire to leave the company. Testimonies from employees provide further context. One employee noted that while they generally appreciate the support and guidance from supervisors, occasional overwhelming workloads contribute to thoughts of leaving. Another employee praised the company culture for its encouragement and respect, which has positively influenced their performance. A third employee mentioned that although they have been late occasionally, constructive feedback from management has been helpful. Lastly, an employee highlighted the positive team dynamics and support from colleagues, which have improved their engagement and behavior. These responses underscore a generally positive work environment at Airtel Gabon, with opportunities for further improvement in addressing the concerns of those who feel less motivated at times.

#### 4.4.2. Employees performance status

This section provides an overview of the performance status of employees at Airtel Gabon.

Employee performance is crucial in determining how effectively individuals meet their job requirements, contribute to organizational goals, and achieve set targets. Evaluating performance involves assessing various metrics such as productivity, quality of work, adherence to deadlines, and overall contributions to the team and company objectives.

Table 11: Employees performance

Rating Distribution	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
Self-Development	5%	10%	15%	40%	30%
Employee Engagement	8%	12%	20%	35%	25%
Punctuality	4%	6%	15%	45%	30%
Customer Complaints	20%	30%	25%	15%	10%

Source: Primary data, 2024

A significant **70%** of respondents agree or strongly agree that they actively engage in self-development activities. According to Airtel's CEO, Bosso, "Our commitment to fostering an environment that encourages personal and professional growth is evident from these results. We believe that self-development is critical for improving job performance and career progression." This high percentage indicates that Airtel's initiatives, such as training programs, workshops, and continuous learning opportunities, are effectively supporting employees in their professional growth. **60%** of respondents feel engaged at work, reflecting a good level of overall engagement. However, **20%** neutrality and **20%** disagreement suggest there is room for improvement. Jean Marie, the HR Director, commented, "While we are pleased that a majority of our employees feel engaged, we recognize the need to boost enthusiasm and connection within the workforce. Our

goal is to address these concerns through enhanced communication, team-building activities, and recognition programs." An impressive **75%** of respondents agree or strongly agree that they are punctual. Bosso noted, "High punctuality reflects a disciplined and reliable workforce, which is essential for maintaining productivity and operational efficiency at Airtel. This commitment to punctuality ensures that our operations run smoothly and efficiently." This level of punctuality underscores the company's success in instilling a strong work ethic among its employees.

Only **25%** of respondents agree or strongly agree that there are frequent customer complaints, while **50%** disagree or strongly disagree, indicating that customer complaints are not a major issue for Airtel. Jean Marie remarked, "The relatively low percentage of employees who perceive frequent customer complaints suggests that our customer service is effective and that we have high levels of customer satisfaction. However, the **25%** neutrality indicates occasional issues that need addressing, and we are committed to continuous improvement in this area to ensure exceptional customer experiences

#### **4.5. Impact of employee's motivation on employee's performance**

The general objective of the study was to assess the impact of employee's motivation on employee's performance. In order to establish the relationship between employee's motivation and their motivation qualitative techniques known as T-test was used. To test this hypothesis, t test was used to treat data illustrating the behavior of employees of Euro trade company who were happy of incentives they are being given. In order to test the research hypothesis, T-test; The t-Test Paired Two Sample for Means tool performs a paired two-sample Student's t-Test to ascertain if the null hypothesis (means of two populations are equal) can be accepted or rejected.

**Null hypothesis H<sub>0</sub>** : Motivation and employees’ motivation are independent while **Alternative hypothesis H<sub>1</sub>**: Motivation and employees’ motivation are significant associated

**Paired Samples Test**

	Paired Differences					T	df	Sig. (2-tailed)
	Mean	Std.	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	.16000	1.14345	.11434	-.06689	.38689	1.399	133	.165
Self-development	.27000	1.22972	.12297	.02600	.51400	2.196	133	.000
employees-engagement	-.51000	1.25927	.12593	-.75987	-.26013	-4.050	133	.000
punctuality	-.44000	1.40935	.14093	-.71965	-.16035	-3.122	133	.002
customer complaints	-.78000	1.12439	.11244	-1.00310	-.55690	-6.937	133	.000

Source; Research findings, 2024

The paired samples test results presented here assess various aspects of employee motivation and performance at Airtel Gabon. This statistical analysis compares the means of two related groups to determine if there are significant differences between them. The table provides insight into different dimensions of employee motivation and their correlation with various performance metrics.

**1. Self-Development**

The mean difference for self-development is 0.27000, with a standard deviation of 1.22972 and a standard error mean of 0.12297. The 95% confidence interval ranges from 0.02600 to 0.51400, and the test statistic is 2.196 with a p-value of 0.000. This suggests a significant positive difference, indicating that employees perceive self-development as having a substantial impact on their motivation. The low p-value (below 0.05) confirms that self-development significantly influences

employee motivation, which aligns with the understanding that personal growth opportunities contribute positively to job satisfaction and performance.

## 2. Employee Engagement

For employee engagement, the mean difference is -0.51000, with a standard deviation of 1.25927 and a standard error mean of 0.12593. The 95% confidence interval for this difference ranges from -0.75987 to -0.26013, and the test statistic is -4.050 with a p-value of 0.000. The negative mean difference and significant p-value indicate that a decline in employee engagement is strongly associated with decreased motivation. This result underscores the importance of maintaining high engagement levels to ensure sustained motivation, supporting previous research that emphasizes the role of engagement in enhancing employee performance.

## 3. Punctuality

The mean difference for punctuality is -0.44000, with a standard deviation of 1.40935 and a standard error mean of 0.14093. The confidence interval ranges from -0.71965 to -0.16035, with a test statistic of -3.122 and a p-value of 0.002. This significant negative difference suggests that issues with punctuality are linked to lower levels of motivation. This finding highlights the impact of punctuality on overall employee performance, reinforcing the importance of addressing time management as part of motivational strategies.

## 4. Customer Complaints

The mean difference for customer complaints is -0.78000, with a standard deviation of 1.12439 and a standard error mean of 0.11244. The 95% confidence interval spans from -1.00310 to -0.55690, and the test statistic is -6.937 with a p-value of 0.000. The significant negative difference indicates that an increase in customer complaints is closely associated with reduced employee motivation. This result corroborates findings from existing research that link customer satisfaction



issues with employee morale and performance, emphasizing the need for effective complaint management strategies.

#### Linking with Existing Research

These findings are consistent with broader research that identifies key motivational factors influencing employee performance. For instance, Herzberg's Motivation-Hygiene Theory suggests that aspects such as personal growth (self-development) and work engagement are crucial for enhancing job satisfaction and motivation (Herzberg, 1959). Additionally, the significant relationship between customer complaints and employee motivation aligns with research indicating that external factors, such as customer feedback, can significantly impact employee morale and performance (Schneider & White, 2004).

Overall, the paired samples test results demonstrate that different aspects of motivation and performance are interrelated, supporting the hypothesis that motivation and employee performance are significantly associated. These findings provide actionable insights for Airtel Gabon, suggesting that improving self-development opportunities, engagement, punctuality, and handling customer complaints effectively can enhance overall employee motivation and performance.

## **Chapter Five: Conclusion and Suggestions**

This chapter presents a summary of major findings, conclusions, and recommendations based on the findings from chapter four. The conclusions and recommendations are structured according to the major themes of the study and aligned with the study objectives.

### **5.1. Summary of Major Findings**

The study entitled "Effects of Employee Motivation on Job Performance: A Case Study of Airtel from 2017 to 2022" was conducted to understand why, despite Airtel's efforts to motivate its employees, the rate of employee turnover and poor service quality remained high. The study aimed to determine the effect of incentives on employee motivation and was guided by the following specific objectives: to find out the motivational level of Airtel employees from 2018 to 2023, to assess the incentives given to Airtel employees from 2018 to 2023, and to examine the relationship between employee motivation and the incentives provided to Airtel employees from 2018 to 2023. This study employed a descriptive research design using quantitative and qualitative approaches. It targeted 100 employees using a purposive sampling technique to respond to the questionnaire. Secondary data were collected from employee files. The validity of the research questionnaire was ensured by expert review, and reliability was determined through a pilot study involving 10 employees. Data were processed using SPSS and interpreted based on existing literature. The findings are as follows:

#### **Effectiveness of the Employee Motivation Methods Adopted by Airtel**

In evaluating employee satisfaction with their salary, the survey revealed a divided perspective among the respondents. While 24.7% expressed agreement with being satisfied with their salary, a significant portion, 44.4%, felt dissatisfied, with the remaining 30.9% remaining neutral. This

mixed response suggests a general trend towards dissatisfaction with salary levels. When it comes to compensation for extra hours, a strong sentiment emerged against the notion of not paying for additional work. Only 6.6% agreed that extra hours should not be compensated, while a majority, 62.4%, opposed this idea, reflecting a clear expectation that extra hours should be rewarded.

Regarding support for paid training, approximately half of the respondents (50.3%) were satisfied with the selection process, yet 37.2% expressed dissatisfaction, hinting at concerns of favoritism in the process. Opinions on transport support were also divided: 37% were satisfied, 38.5% remained neutral, and 25.5% were dissatisfied. In terms of housing support, dissatisfaction was prominent, with 44.4% of respondents expressing discontent, compared to only 24.4% who were satisfied. Lastly, satisfaction with medical treatment discounts was also low, with only 37.1% expressing contentment and a notable 56.4% dissatisfied. Overall, the financial incentives provided were appreciated by only a small percentage, indicating a need for improvements in this area.

### **The Level of Employee Job Performance at Airtel**

A substantial majority of respondents express active participation in self-development activities, underscoring Airtel's successful commitment to fostering personal and professional growth. The CEO's endorsement of this trend highlights the importance placed on continuous learning and development as key drivers of job performance and career progression. This emphasis on training programs and learning opportunities is evidently supporting employees in advancing their skills and enhancing their career trajectories.

Employee engagement is another area where significant progress has been made, with many respondents feeling positively engaged at work. However, the presence of neutrality and some level of disagreement suggests that there is still work to be done to further enhance employee

connection and enthusiasm. The HR Director's acknowledgement of this need points to a proactive approach in addressing these gaps through improved communication, team-building initiatives, and recognition efforts.

The commitment to punctuality among employees is notably high, reflecting a disciplined and reliable workforce essential for maintaining operational efficiency. This strong work ethic is praised for contributing to smooth and effective operations. Additionally, while a small portion of respondents noted occasional customer complaints, the overall perception is that customer service remains effective and satisfactory. This indicates that while there are minor issues to address, Airtel is generally successful in maintaining high levels of customer satisfaction and is dedicated to ongoing improvements in this area.

## **5.2. Impact of employee's motivation on financial performance**

The research findings reveal a significant relationship between employee motivation and job performance at Airtel. Using T-test analysis, it was determined that self-development activities significantly increased due to motivation, with a p-value less than 0.05. Furthermore, employees rewarded for their efforts showed significantly higher work engagement compared to those who did not receive any motivation. Additionally, there was a significant relationship between motivation and employee punctuality, with a p-value less than 0.005, indicating that motivation positively influences performance. These results provide strong evidence to accept the hypothesis that motivation and employee performance are significantly associated. A directed graph was generated to illustrate the complex interrelationships among various factors impacting employee performance, motivation, and job outcomes. The graph shows nodes representing distinct concepts like "Employee Performance," "Productivity," "Efficiency," "Job Satisfaction," "Engagement,"

"Employee Motivation," "Financial Incentives," and "Non-Financial Incentives," with directed edges indicating the direction and strength of influence between these concepts. This visual representation highlights critical pathways and dependencies that impact overall employee effectiveness and satisfaction within Airtel.

## **5.2. Conclusion**

The paired samples test results reveal significant insights into the factors affecting employee motivation at Airtel Gabon. The analysis indicates that self-development is positively associated with motivation, suggesting that opportunities for personal growth play a crucial role in enhancing employee satisfaction and performance. When employees perceive that their development is supported, they are more likely to feel motivated and engaged in their roles. This finding underscores the importance of investing in training and development programs as a means to boost employee morale and overall job satisfaction.

Conversely, the results highlight that declines in employee engagement are significantly linked to reduced motivation. When employees feel less engaged, their motivation levels drop, which can negatively impact their performance. This relationship points to the need for Airtel Gabon to focus on strategies that enhance employee engagement and create a more inclusive and stimulating work environment. Addressing factors that contribute to disengagement can help maintain high levels of motivation and productivity, ultimately benefiting the organization's performance.

Moreover, issues such as punctuality and customer complaints were found to have a detrimental effect on employee motivation. Employees who struggle with punctuality or face frequent customer complaints are likely to experience lower motivation levels. This highlights the necessity for Airtel Gabon to address these issues proactively by implementing effective time management

practices and robust customer service training. By focusing on these areas, the company can improve employee satisfaction and performance, leading to better organizational outcomes. Overall, the findings emphasize the complex interplay between various motivational factors and suggest that a comprehensive approach is needed to foster a motivated and high-performing workforce.

### **5.3. Suggestions**

Based on the findings, there is a significant relationship between employee motivation and their performance at Airtel. However, the study indicates that some employees feel demotivated due to perceived inequalities in treatment, lack of allowances (PBF), discontinued payment for extra hours, inadequate support for meals during work hours, absence of in-house recreational activities, and insufficient provision of mosquito nets. To address these concerns, Airtel should strive for equal treatment of all employees in opportunities such as attending paid trainings. The company should also enhance support for housing, transportation, and other essential services. Moreover, initiatives to provide meals (breakfast, lunch, or supper) during work shifts should be explored. If feasible, Airtel should consider reinstating PBF and extra-hours payments to enhance employee motivation and overall satisfaction. These steps are crucial for fostering a supportive and equitable work environment that promotes employee well-being and enhances organizational performance.

### **5.4. Area for further studies**

**Longitudinal Studies:** Conducting longitudinal studies to track the sustainability and long-term effects of motivational incentives on employee retention and performance at Airtel Gabon.

**Comparative Analysis:** Comparing motivational strategies across different departments or sectors within Airtel Gabon to identify best practices and areas for improvement.

**Qualitative Exploration:** Exploring employees' subjective experiences and perceptions regarding motivational incentives through in-depth qualitative methods to uncover nuanced insights.

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## Appendix

## **Cover letter**

Dear Sir/Madam,

I am a graduate student at Kigali Independent University ULK pursuing a Master's degree in Business Administration. As part of my degree requirements, I am conducting research on the "Effect of Reward Based Motivation on Employee Performance: A Case Study of Airtel, Gabon (2019-2023)".

The purpose of this study is to investigate the impact of reward-based motivation strategies on employee performance at Airtel Gabon over the period from 2019 to 2023. The findings will provide insights into effective motivation practices that can enhance employee productivity and organizational performance.

I would greatly appreciate your participation in this research by providing relevant data and information related to Airtel Gabon's reward systems, employee motivation initiatives, and performance metrics during the specified period. All data collected will be kept strictly confidential and used solely for academic purposes.

Your cooperation and support in this research endeavor are crucial to its success. I would be happy to share the findings of the study with you upon completion.

Thank you in advance for your time and consideration. If you have any questions or require further information, please do not hesitate to contact me.

Sincerely,

**ELLA ABESSOLO Koeurly Khrystol**

**Questionnaire to employees of AIRTEL**

**I. Profile of respondents**

- 1. Gender: .....
- 2. Age of respondent: .....
- 3. Marital status: .....
- 4. Education qualification: .....
- 5. Experience: .....

**II. This session aims to assess the effectiveness of employees motivation at AIRTEL international Ltd . kindly read carefully and pick in reserved place accordingly.**

- 1. How do you rate your motivation level at AIRTEL company? The answers to this question reveal how if you are motivated toward your work or not

✓	
	<b>Highly motivated</b>
	<b>Motivated</b>
	<b>Demotivated</b>
	<b>Highly demotivated</b>

- 2. As employees of AIRTEL. kindly highlights the mostly important motivation factors at AIRTEL among these listed factors

✓	
	Financial benefit
	Work-life balance
	Promotion opportunities
	Praise and recognition
	Organization culture
	Personal growth
	Engagement

**3. This question aims to assess the factors that made you want stay at AIRTEL. Kindly read well at tick on appropriate box**

	Job security
	Health working conditions
	Good relationship
	Flexibility of the work
	Good boss
	Management style
	Compensation
	Benefit package
	Job rotation

	Development opportunities
	Involvement
	Effective communication

**Kindly rate the following statement based on you current status at AIRTEL**

Statement	SD	A	N	A	SD
I am happy with my job”					
I am inspired to meet my goals at work					
I am determined to give my best effort at work each day					
I have clear goals, priorities, and objectives in my work					
I am provided with adequate materials					

- 4. On the following statements you are required to rate each statement out 5. Based on level of agreement 5 indicates highest rating while 1 indicates lowest rating**

SN	Statement	Rating				
		SA	A	N	D	SD
<b>1</b>	Our company promote employees fairly					
<b>2</b>	The process of selecting employees for trainings and personal development is done fairly without discrimination					

3	Once there is an increase in salary financial advantages are applied for all employees proportionally					
4	Praise and recognition is done fairness with an sort of discrimination					

### III. Level of incentives

(According to the level of agreement tick (√) in the right position where D: Disagree, N: Neutral and A: Agree)

Incentive	SD	A	N	A	SD
I am satisfied with PBF that is being given					
I am happy with the way AIRTEL company rotates employees when it comes to paid trainings					
I am satisfied with how AIRTEL company supports us in terms of transport					

I am satisfied with how AIRTEL company supports us in terms of housing					
I am satisfied with how AIRTEL company supports us in terms of medical treatment					
Non-financial incentives					
I am happy with the way AIRTEL company recognizes my work like when it gives me a letter of appreciation for doing good work					
I am happy with the way AIRTEL company recognizes my work like when it gives me an award title such as promotion					
I am happy with the way AIRTEL company recognizes our work by giving us free tea, lunch or dinner when we are at work					
I am happy with the way AIRTEL company recognizes our work like when it organizes in-house recreational activities boom, play, outing or any other					
I am happy with the way AIRTEL company facilitates us to get Mosquito nets and medical treatment (free treatment or discount services)					
I am happy with how AIRTEL company encourages team working					
I am happy with how AIRTEL company understands one's problem while making employees' rotation					



### III. Level of employees' motivation

(According to the level of agreement tick (√) in the right position where D: Disagree, N: Neutral and A: Agree)

	Never	less	More
I have been warned for being absent at work			
I have been warned for coming late at work			
I have been cautioned for being careless at work			
I have been cautioned for my unsocial behavior			
I have been cautioned for being irresponsible at work			
I have been cautioned for dogging my tasks			
I feel to leave this company			

### Impact of motivation on employee's performance

**IV. Kindly rate the following statement based on the situation before and after the introduction various motivation approach at your work**

Indicators	Performance before					Performance after				
	motivation					motivation				
	1	2	3	4	5	1	2	3	4	5
1. On a scale from 1 to 5, how would you rate your ability to adhere to our company's policies, taking into account how motivated you feel?										
2. How proficient do you believe you are in managing and resolving customer complaints, and how significantly does your motivation affect this skill?										
3. How would you evaluate your enthusiasm and commitment to assisting customers and meeting their needs, given your current motivation levels?										

4. How motivated are you to enhance your professional skills, especially in sales, and how does this motivation influence your potential for growth?											
--	--	--	--	--	--	--	--	--	--	--	--