

ASSESSING REWARDS AS A MOTIVATION TOOL FOR EMPLOYEES' PERFORMANCE AT THE AFRICELL COMMUNICATION COMPANY IN KENEMA CITY

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ABSTRACT

Specifically, the study aimed at assessing rewards as a motivation tool for employees' performance at the Africell communication company in Kenema City. In an event to reach this aim, the research was centred on the following objectives: to prove whether rewards motivate employees, to investigate the impact of motivation on employees output, to assess the kind of rewards Africell company uses to motivate its employees and to suggest some appropriate measures in administering rewards to employees. However, the study was designed on the basis of informed descriptive and quantitative techniques. In achieving this, random method was used in collecting both primary and secondary data which has been clearly analysed. The research targeted twenty-five (25) respondents, from which twenty were selected randomly. The findings of the research unearth the fact that, Africell employees are motivated by receiving rewards and equally so, motivation leads to high performance and high productivity in goal attainment. The research concluded by emphasizing on the need for provision of good working environment provision of better reward system and employees' relationship as vital criteria to motivate employees. In addition, few constraints were highlighted from the study such as: differences in employees' desires and high labour turnover among others. Finally, the study recommends the need to individualize employees' needs, aspirations and desires in terms of motivation and also, the appropriate use of both intrinsic and extrinsic system of rewards.

INTRODUCTION:

Over the past centuries, the work environment had encountered considerable modifications with regards to the nature and scope of work. During such era, employees were treated harshly by their employees, lacking the sense of treating them as valuable firm's asset. On that background, managers hardly succeed in attaining their goals and objectives regardless of the resources and skills employed. This problem arises from the wide array of people employed and as well as the complexity of the work environment. Also, what it takes to motivate employees' effort was not focused on as what they (employees) deem to be important to them. It is obvious that employees may be in the same department of a company but will leave different motivators. It is by nature that human beings have different wants, needs, feelings, aspirations, thinking and perceptions. As such, what may motivate are employee might be different to another employee. Therefore, motivating employees requires an in – depth understanding of individual perceptions and differences. Thus, necessitating the combination of both intrinsic and extrinsic system of

rewards. Most managers and employers usually misconstrue the concept of motivation but yet they tend to believe that, their employees can be motivated by offering them rewards such as higher pay, bonuses and paid vacations. Morse (2003) notes that, in most cases there exist an extrinsic incentive bias which is perpetuated by both managers and employees. As noted by Addison (2003), this does not stem from reality but are rather rooted in myths surrounding employees' satisfaction. Motivation seems to be one of the most important tools in enhancing employee's performance and increase in productivity. Employers and managers should therefore know when and how to implement both intrinsic and extrinsic motivations or either of the two. Amabile (1993) argues that employees can be either intrinsically or extrinsically motivated or even both. With all the proves given from the onset of this research work, it is evident that, the concept of motivation cannot be perceived as a new phenomenon, as it has been in existence within the working environment for some centuries ago. For the fact that this concept is not a new one, new research and awareness have made new aspects of employee motivation not only a possibility but a reality in the business environment worldwide today.

STATEMENT OF THE PROBLEM:

The pressing need for employee motivation and work retention is increasingly growing all the time in the competitive business environment (Companies, organization, industries etc.). Most companies in Sierra Leone like some third world developing countries do not stress on motivation of an employee, this results into employees' mobility and poor performance as well as low company's productivity (Mboya, 2010). Motivation is a crucial factor towards increasing the performance of employees in achieving the goals of a given organization. The inadequate system of motivation or complete lack of motivation nowadays in many companies within Sierra Leone and most parts of the world has certainly led to employee's fraud, indiscipline, inefficiency, high labour turnover and corruption at work. In addendum, lack of employee motivation in companies or organizations further result to lack of employee retention, lower service and higher operating costs for recruitment, absenteeism and low productivity. Absenteeism takes place when employees do not report to work (Lee-Ross, 2009). In assessing employee motivation through research work. Motivation of employees stands to be one of the main responsibilities of a manager or employer of any company at all time, which in the end does not only provides great benefit to the company but the employees as well. Specifically, this research is necessitated to examine the high labour turnover at the Africell Communication Company in Kenema City.

AIM OF THE STUDY:

This research work aims to explore the perception of rewards as motivation for employees' performance in the attainment of goals in communication companies especially, the Africell Communication Company in Kenema City.

OBJECTIVE OF THE STUDY:

Specially, the study intends to be centred on the following objectives:

- a. To prove whether rewards motivate employees.
- b. To investigate the impact of motivation on employees' performance at Africell Companies
- c. To assess the kind of rewards communication companies i.e. Africell usually use to motivate their employees.
- d. To examine the impediment Africell communication company faces in motivating their employees.

SIGNIFICANCE OF THE STUDY:

The significance of this study cannot be overemphasized or neither be underestimated because of how important it is to both the employers and the employees in the business world. For that reason, it is necessary not to lose sight on the fact that, human beings are by nature not a homogeneous entity. Human

beings have variety of needs and aspirations which are very difficult to meet. This research work will greatly help in policy formulation concerning the motivation of employees, more so at the Africell Communication Company in Kenema City. Also, this research study will by great extent measure and analyze the various reward systems (intrinsic and extrinsic) in motivating employees. Equally so, this work will not only immensely be helpful to management but to workers' personal growth and development. In addendum, this work will go as far as to explore employees' perceptions about motivation, in order to come out with reward systems that will not only value but effectively motivate employees. Finally, this study will add to the existing knowledge relating to rewards as motivation tool for employees' performance. Consequently, it will be of important to other researchers who may be interested to other researchers who may be interested to undertake similar research work.

HYPOTHESIS OF THE RESEARCH:

The study of motivation for employees' performance is based on the assumption that, most managers are either too busy or do not understand motivation concept and therefore, fail in their ambitious to motivate their employees in goal attainment.

LIMITATION OF THE STUDY:

There were numbers of challenges confronted during this research work under review. Some of which are:

- i. Reluctance on the side of management to release certain relevant information with regards to their motivation systems.
- ii. Delay on the time frame for the respondents to respond to the researcher, as the process seems to be new to them.

REVIEW OF RELATED LITERATURE

INTRODUCTION:

The issue of employee motivation and performance have been a major concern to many writers in the world. It is quite challenging as employees' motivation deals with human behaviours and it is a fact that, human beings are dynamic in nature. Because of this dynamic nature of human beings (employees) and some other pitfalls, scholars may want to know how employees can be motivated and which might in turn seduce employees' performance. Therefore, many writers have solidly expressed their views on how employees get motivated and demotivated in workplaces.

Motivation as Perceived by other Authors/Researchers:

Motivation is quite an interesting, challenging, important and complex area educational researchers deem it necessary to define motivation in diverse ways in order to satisfy the concept of motivation. According to Keitner and Kiniki (1998) and Ramlall; (2004), motivation is derived from the Latin word "Movere" which means to move. Butkus and Green (1999) also stated that motivation is derived from the word "motivate" which also means to move, push or persuade to act to satisfy a need. However, Mol (1992) differentiated between the terms "movement" and "motivation". Mol (1992) described movement as carrying out a task in order to be compensated or remunerated while motivation is the voluntary involvement, and decision of a person to carry out a task. Motivation may be defined as the degree to which individuals commit effort to achieve goals that they perceive as being meaningful and worthwhile (Johnson and Johnson, 2003). Motivation is generally viewed as a process through which an individual's needs and desires are set in motion (Rakes and Dunn, 2010). It is believed that, every employee expects some form of reward after performing a function or task. Therefore, it is the ultimate responsibility of any manager to motivate his or her employees. Malhotra et al define rewards as all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship (2007:2097). Employees have been the most valuable and important asset of any company or organization. Their importance to companies or

organizations does not only call for the need to attract the best talents but also the necessity to retain them for quite a long time. Employee Retention may be sensed as the ability of a company or organization to keep its employees. Mita (2014) defined employee retention as technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirement . Also, Bidish (2013) described employee retention as a process in which the employees are encouraged to remain within the organization for the maximum period of time or until the completion of the project.

The Concept of Employee Motivation:

Even though many research has been conducted with regards to employee motivation and performance but yet, the concept of employee motivation is not clearly understood by most managers and as such, it is poorly practiced. To fully understand the concept of motivation, one must understand human nature, which serves as prerequisite to effective employee motivation. On this backdrop, many contemporary writers have defined motivation concept in several ways to deepen of the understanding of the concept. Motivation can be defined as everything that drives and sustains human behaviours (Gard, 2001). Apparently, people who are soberly motivated manifest their potentials and efforts in the attainment of the set goals. Therefore, motivation may be defined as the degree to which individuals commit effort to achieve goals that they perceive as being meaningful and worthwhile (Johnson and Johnson, 2003). According to Sixtus, motivation is any positive or negative attitude or act that stimulates and sustains a person's energy to start and accomplish a desired goal. This implies that, motivation does not only come by positive acts like incentives and fringe benefits; it also come by negative acts like query and punishment. In other definitions given by different authors and researchers, Jones (155) states that motivation is 'concerned' with how behaviours gets started, is energized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organism while all this is going on' (P.14). To Kelly (1974), motivation has to do with the forces that maintain and alter the direction, quality and intensity of behaviours (P.279).

Certainly, there are many definitions of motivation as researchers are still working on this topic. It is evidenced that, from the definitions presented above propounded by various authors and researchers, have some common features. Some of these common traits can be viewed as behaviours and the sustainability of such behaviours. In other words, motivation is usually described as an invisible force that pushes people to behave in a certain way (Pinder, 2008). The efficiency and effectiveness of employees depend on their abilities, skills and how well they are motivated. Thus, motivation is considered as one of the most crucial factors that determine the effectiveness and efficiency of any organization or company. Motivation is an integral part of management process and every manager must motivate his subordinate to create in them the will to work (Sandhya and Kuniar, 2011). To bridge this paradox that is deeply encountered in rewarding employees, it is expedient to individualize rewards, owing to the fact that, employees have different needs, perceptions, opinions, feeling and so on. What may act as re-enforced for are employee may not be applicable to another employee. Therefore, managers should be well informed so that, employees under their purview are ensured to be highly motivated. Employees should not get physiological satisfaction which can reduce their tension and hence strive to work effectively and efficiently for their organization. This is according to the research done by Mwakilluma, Peter J.A in 1998/1999 at Sokoine University of Agriculture (SUA) Morogoro. Holistically, motivation can be intrinsic or extrinsic when prudently and deeply studied. Intrinsic motivation may be described as the stimulation that drives an individual to adopt or change a behaviours for his/her own internal satisfaction or fulfillment. According to (Ryan and Deci; 2000) (PP.56), intrinsic motivation is defined as the doing of an activity for its inherent satisfaction rather than for separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or rewards. Intrinsic motivators tend to have longer effect as they are inherent and not imposed from outside. Extrinsic motivation refers to the behaviours that is driven by external rewards such as money, grades, promotions, praises etc. Extrinsic

motivators are efficient but the influence does not last long (Rosenbloom, 2005). Employees can be highly motivated when managers and supervisors use both intrinsic and extrinsic systems of rewarding accordingly. By extension, the most efficient and effective strategy of motivation should not be based solely on intrinsic motivation neither on extrinsic motivators.

Types of Motivation:

Basically, motivation can be categorized into intrinsic and extrinsic. Also, reward takes the same form. That is, rewards can be intrinsic and extrinsic. Intrinsic motivation may be defined as the behaviours that is driven by internal rewards. Intrinsic motivation is self-generated and it is thought that people seek for a job they think will most satisfy their needs (Armstrong, 2007). Some of the factors that enhance intrinsic motivation includes: challenge, curiosity, control, fantasy, competition, cooperation and recognition. Equally so, intrinsic motivation commits employees to a meaningful purpose which gives the employees that urge to choose the best way of fulfilling that purpose or goal set by the company or organization. According to Shanks, intrinsic rewards are internal to the individual and are in many ways less tangible. In fact, they are highly subjective, in that they represent how the individual perceives and feels about work and its value (2007:30). Contrarily, extrinsic motivation may be described as the behaviours that is driven by external rewards such as money, praises etc. it can be realized that, this type of motivation arises from outside the individual as opposed to intrinsic motivation, which originated inside the individual. Extrinsic motivation refers to our tendency to perform activities for known external rewards, whether they be tangible (e.g: money) or psychological (e.g.: praises) in nature (Brown, 2007). Shanks also noted that, extrinsic rewards are a host of eternal things that managers can provide that may servers as incentives for employees in increase productivity (2007:30). Ultimately, managers in companies and other business sectors do fail owing to the fact that, they stick to a single way of motivating their employees without varying them.

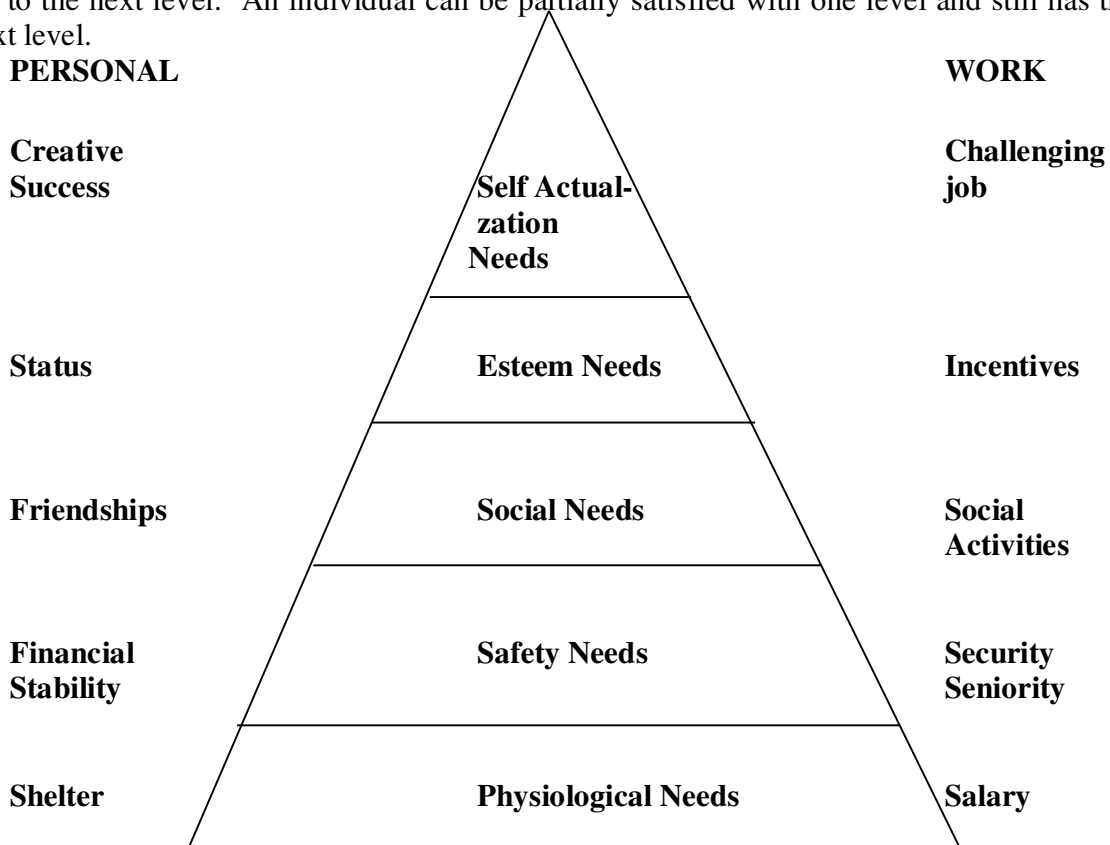
Rewards and Employees Satisfaction in the Working Environment:

The task of managers to obtain employees satisfaction with various reward systems is a complex process in the business world. Absolutely, any manager who intends to undertake this function must critically study his/her employees and what it takes to motivate them. Each employee satisfaction with rewards is intrinsically related to what he/she is expected from the company and what is actually received. Perception and feelings of satisfaction or dissatisfaction occur when employees compare their inputs (skills, education, experiences etc.) in the company to what they receive from their company. It is fact that, employees' satisfaction or dissatisfaction s greatly influenced by the comparisons they make with other employees doing similar job in other companies or organizations. In most cases, such comparisons are not properly done by employees. On this note, employees tend to overestimate their inputs when embarking on such companies. The managers are therefore charged with the responsibility to adequately and effectively communicate job performance appraisal methods to employees in order to combat the problem of misperceptions and wrong comparisons in the mind of employees. Ultimately, several authors have concluded that employee satisfaction results from a mixture of rewards other than any one particular reward (Shanks 2007, Bessell et al. 2002, Drake at al, 2007). Over the past decades, many research conducted suggested the importance of both intrinsic and extrinsic rewards. Both intrinsic and extrinsic hardly complement each other. Employees who are working in conclusive environment but are not highly paid will leave for another companies or organizations. Equally so, employees who are well paid but are made to work in an environment that is not conducive will be dissatisfied because of the lack of intrinsic rewards present.

The Theories of Motivation:

Abraham Harold Maslow’s Theory of Motivation – Hierarchy of Needs:

Abraham H. Maslow (1908- 1970) propounded on the Hierarchy of Human Needs. In his book titled Motivation and Personality, Maslow (1954), introduced the theory of Hierarchy of Human Needs. He categorized human needs into five classes; physiological, safety, love, Ego/Esteem and self-actualization. Maslow notes that, for an individual to act unselfishly and to be highly motivated, all these five needs must be fully satisfied. He called the first four levels of needs as Deficiency needs or lower level needs and refers to self-actualization growth need or higher level need. The core of this theory lies in the fact that, when one need is fulfilled, its strength diminishes and the strength of the next level increases (Latham, 2007). Maslow did note that, one level of needs does not leave to be completely fulfilled before a person moves to the next level. An individual can be partially satisfied with one level and still has the quest for the next level.



- i. **Physiological Needs:** The basic physiological needs are apparently those things or needs that are vital to our survival. According to Maslow (1954), physiological needs are the driving force of any human being, they satisfy the basic needs that one needs to survive or sustain life. Some of these needs are: food, water, air, shelter, sleep etc. The satisfaction of these needs means, they are no more longer important to the individual at that particular time.
- ii. **Safety Needs:** Once the satisfaction of the physiological needs have been partly fulfilled, the quest for safety or security need arises. He notes that safety need is the need that liberates one from harm, fear or any from of physical threat Maslow (1954). Safety need includes needs relating to stability, job security, medical insurance, working environment, health etc. Also, upon the satisfaction of the safety needs, the urge for social needs arise.

- iii. **Social Needs:** Social needs in Maslow’s hierarchy of needs include such things as love, getting associated with social activities like friendship, societies, groups or any form of socialized group, family members etc.
- iv. **Esteem Needs:** According to Maslow (1954), it gets to a point in everyone’s life where one needs belongingness. Employees in workplaces need to feel that, they are part of the company and their voices should be heard. This kind of need come in two forms, that is, internal and external satisfactions. The internal satisfaction may include self- esteem, accomplishment and self-respect and the external satisfaction includes: reputation, recognition and social status. It was also argued that Esteem needs potency to self-actualization.
- v. **Self-actualization:** According to Maslow (1954), self-actualization is the highest need that could fully satisfied an employee. He however notes that because of the open nature of this need, it can never be fully satisfied. Maslow (1954) further argues that, just a small percentage of employee population truly get to this level of self-actualization. This kind of motivation offers employees the opportunity to get involved in activities such as innovations, creativity, decision making etc. Self- actualization possessed the following traits: Wisdom, truth, justice, strong moral, problem centered etc.

2.5 Herzberg’s Motivation/Hygiene Theory:

Frederick Irving Herzberg (1923-2000) was an American and a psychologist who greatly contributed in the business world. Herzberg developed a well-known motivation/hygiene theory also known as the Two-factor Theory. He started to study job satisfaction back in 1950 in Pittsburg and the basis of work is deeply noted from Maslow Hierarchy of Needs. His theory encompasses both satisfaction and dissatisfaction in jobs, which are not affected by the same set of needs, but instead occur independently of each other. He started with the idea that what causes the job satisfaction are the opposite of those things that cause job dissatisfaction (Slanovo and Kirmanen, 2010). Meanwhile, after embarking on several studies and surveys he concluded that, what makes people happy is what they do or the way they are utilized and what makes people unhappy is the way they are treated. Therefore, the things that make people satisfied in workplaces are different from those that cause dissatisfaction, so those two feelings cannot be opposite. Herzberg characterized these two feelings as two-factor theory of motivation which he named as motivation and hygiene factors. According to him, these factors clearly explained the relationship between motivation and job satisfaction in workplaces. Herzberg however categorized motivators and hygiene factors under the following headings below:

Motivators (Leading to Satisfaction)	Hygiene’s (Leading to Dissatisfaction)
Achievement	Company Policy
Recognition	Supervision
Work itself	Relationship with boss
Responsibility	Work conditions
Advancement	Salary
Growth	Relationship with peers
	Security

Figure 2: Table Showing Herzberg’s Two – factor Theory of Motivation

Uroom's Expectancy Theory of Motivation:

Victor H. Uroom introduced the expectancy theory of motivation to determine the desirability of the outcome of behaviours. This theory further explains the behavioural processes of people and why individuals choose one behavioural option over the other. Certainly, if a person believes that behaving in a certain way will produce rewards which the person values, he/she will be motivated and do what is expected of him/her. Uroom however emphasizes the needs for organizations to relate rewards directly to performance and to ensure that, the appropriate rewards are used. According to Holdford and Loelace – Emore (2001, P.8), Uroom assert, “intensity of work effort depends on the perception that an individual's effort will result in a desire outcome”. Thus to ensure the performance – outcome tie, managers should use systems that tie rewards to performance. To clearly explain Uroom's theory of expectancy, he used three variables which are:

- Expectancy
- Instrumentality and
- Valence

Expectancy: This is the belief or probability that an individual's effort will attain the desired performance goals. That is, directly more efforts in the achievement of goals that will result to an increase in reward. So, it is expected of all managers to meet these beliefs to employees.

Instrumentality: Victor H. Uroom asserts that instrumentality deals with what an individual gets from what he/she delivers. Meaning, receiving a valued outcome after delivery an expected performance. Some of these outcome may be in the form of promotion, increment in salary, bonuses etc.

Valence: This is said to be value the individual places on the rewards an outcome. Valence is based on goals, need values, performances and source of motivation. Also, valence is positive when the individual wants to acquire the outcome and its becomes negative when the individual does not want to achieve it.

RESEARCH METHODOLOGY

INTRODUCTION:

This research aimed to assess rewards as motivation and categories of rewards employees deem most effective and beneficial. This study also penetrates into the pitfalls managers face in applying motivation theory in the business world, specifically, the Africell Communication Company in Kenema City. This chapter however, deals with the study area, sample size and selection, data collection methods and data analysis techniques to ensure the validity and reliability of the information gathered.

STUDY AREA AND POPULATION:

Kenema city is known to be the third largest city in Sierra Leone and as well the largest city in the Eastern Region. Kenema is the provincial headquarter town of the Eastern region and also doubled as district headquarter town of Kenema District. It is situated in Nongowa Chiefdom, Kenema District, in the Eastern Province of the Republic of Sierra Leone. The City municipality is surrounded by Kamboi hill. Following the 2015 population and housing census conducted in Sierra Leone as a whole, its confirmed that Kenema City had population of 609,891 (population and Housing Census Report, 2015). Since then, the population of Kenema City presently can be estimated around 750,000. Some of the major economic activities that take place with Kenema City includes:

- i. Petty and wholesale trading in various items.
- ii. Commercial Motor Bike Riding
- iii. Subsistence farming
- iv. Service provision such as: tailoring, mason, carpentry etc.
- v. Art and Craft works

- vi. Companies operating within the township e.g.: Africell Communication Company, Water production company etc.
- vii. Mining of sand and stones.
- viii. Cattle rearing

SAMPLE SIZE AND SELECTION:

A sample is a subject of the targeted population. It involves some members selected from a whole. Katthari (2004), defines a sample size as the number of items to be selected from the population to constitute the sample. Thus, the researcher targeted twenty –five (25) workers of the Africell Communication Company in Kenema City, out of which twenty (20) were selected at random. This technique was used because, some of the respondents were not available during the moment of data collection as they were assigned on official duties out of the office.

Random Selection of Respondents by Department:

Department	Number of Workers
Manager	1
Finance and Accounting	2
Information Technology (IT)	2
Technical	1
Customer Care	4
Marketing	10
Total	20

From the table above, respondents at the Africell communication company were selected randomly, amongst the five departments, more respondents were selected from customer and marketing departments. It was so because, the research proved that, more employees were employed in these two departments. So in order to ensure equal balance of the opinions and views of the respondents, more respondents were selected from customer care and marketing departments.

DATA COLLECTION METHODS:

To ensure good and reliable research information, the researcher uses both primary and secondary methods for collecting data. Primary data refers to the data that is directly collected from firstly- hand experience, specifically for research work or project. In the case of primary method, face – to face interview, questionnaires and observation were used for the collection of data. However, secondary data refers to the data that is collected by someone other than the user. Here, textbooks, newspapers, journals, magazines and other important and supporting documents were made available to the researcher. The primary method for collecting data includes the following:

Face – to –face Interview:

Interview method for collecting data involves oral- verbal stimuli and reply in terms of oral – verbal responses (Kothari, 2004). This is all about the verbal interactions between the researcher and the respondents. On this note, interview was conducted in view of complementing the efforts of the

questionnaires given to the respondents. This immensely helped to ascertain detail information about the feelings and direct – words of the respondents.

Questionnaires:

Questionnaires are typed or printed in a definite order on a form or sets of forms where the respondents have to answer the questions on their own (Kothari, 2004). Questionnaire may be structured (closed – end) or unstructured (open-ended). Structured (closed – ended) questionnaires are those which the answers are restricted to already predetermine set option responses. On other hand, unstructured (open-ended) questionnaires are those which require more thought and explanations. Questionnaires were issued to employees who can read and write to provide answers to the questions being asked. (Closed – ended questions however save time and allow the respondents to respond to the questions conveniently.

Observation:

It was evident that, most respondents were hesitating to divulge some relevant information pertinent to the research. Observation serves as the appropriate tool to combat this situation. The frequent visitations at the Africell Communication office in Kenema City helped to observe and identify which department had more number of employees. The result obtained determines the number of respondents per department. This tells the reliability and validity of the data collected.

DATA ANALYSIS AND TECHNIQUES:

The data collected was presented quantitatively by using statistical tools of measurement. Such as frequency tables, charts, graphs and other statistical tools. The quantitative technique was used for easy comparison of results. The researcher also analysed the data collected qualitatively, in order to transform the raw data into meaningful words to enhance easy understanding and interpretation of results. The combination of both quantitative and qualitative approaches used in data analysis and presentation as in this study, shows how reliable and value this research is.

DATA FINDINGS PRESENTATION AND ANALYSIS

Introduction:

This chapter analysis the responses in the questionnaires using frequency tables and percentages. This chapter deals with two sets of questionnaires, one for the employees and the other for the managers. It is however designed in such away in order t get balance responses from the respondents. Thus, the responses gathered from both the employees and managers are analysed and presented into three sections (section A, B and C). Section A involves the demographic data from both the employees and managers. Section B deals with the data or responses collected from the employees only and section C deals with the responses gathered from managers.

SECTION A: Employees and Managers’ Personal Information:

TABLE 1: Age of Respondent:

Age	Frequency (f)	Percentage (%)
18 -26	5	25
27 – 35	9	45
36- 44	3	15
45- 53	3	15
Above 53	0	00
Total	20	100

Table 1 examined the ages of both employees and managers. It reveals that 14 respondents fall between the ages of 18-35 which represents 70%. Six (6) respondents representing 30% fall between the ages of 36-53. None of the respondents fall above 53 years.

TABLE 2: Gender of Respondent:

Gender	Frequency (f)	Percentage (%)
Male	13	65
Female	7	35
Total	20	100

Table 2 shows that out of the 20 respondents, 13 are male which makes up 65% whereas, only 7(35%) are female. This indicates that, the minority of the respondents are female while the male makes up the majority of the respondents.

TABLE 3: Marital Status:

Marital Status	Frequency (f)	Percentage (%)
Married	7	35
Single	9	45
Widowed	0	00
Separated	4	20
Total	20	100

Table 3 discloses that, a little below half of the respondents are single. 9 respondents representing 45% fall within this category. 7 of the respondents are married, this is represented by 5%. 4 respondents representing 20% are separated from their spouses. None of the respondents is widowed and that exhibits 0%.

TABLE 4: Educational Level:

Educational Level	Frequency (f)	Percentage (%)
Primary	0	0
Secondary	1	5
Certificate in any course	0	0
Diploma	9	45
Undergraduate	9	45
Masters/Ph.d	1	5
Total	20	100

Table 4 shows that 9 (45%) of the respondents have attained diploma certificates and equally so, 9 (45%) of the respondents have 1st degrees. 1 of the respondents representing 5% has completed secondary education and 1 respondent representing 5% is a master/Ph.D. holder.

SECTION B: Employees Responses on their Motivation:

TABLE 5: Occupation/ Department of Respondent:

Occupation/Department	Frequency (f)	Percentage (%)
Finance and Accounting	2	13
Information Technology (IT)	2	13
Technical	1	7
Customer care	3	20
Marketing	7	47
Total	15	100

Table 5 reveals that the marketing department has the highest population. Out of the 15 respondents 7 are from the marketing department and this represents 47%. The customer care has the second highest, 3 respondents representing 20% work there. The finance department and Information Technology (IT) department carry the third highest of 13% each. The Technical department has the least personnel as it represents 7% of the total respondents.

TABLE 6: Number of Years Spent in the Company:

Years Spent in the Company	Frequency (f)	Percentage (%)
1 -3 yrs.	8	53
4 –6 yrs.	6	40
7- 9 yrs.	1	07
Above 9 yrs.	0	00
Total	15	100

The data in table 6 reveals that more than half of the respondents fall between the 1-3 years. Out of the 15 respondents, 8 (53%) fall in this category. 6 respondents representing 40% fall between 4-6 years while only 1 respondent falls between the 7 years, presenting 7%. None of the respondents has exceeded 9 years.

TABLE 7: Have You Ever Worked in Other Communication Companies Other than Africell Communication Company:

Work Experience in other Companies	Frequency (f)	Percentage (%)
Yes	4	27
No	11	73
Total	15	100

Table 7 disclose that 4 respondents representing 27% have worked in other communication companies other than Africell Communication Company in Kenema City. 11 of the respondents have never worked in other communication company(ies) besides Africell Communication Company. This number (11) represents 73%.

TABLE 8: If Yes Which Communication Company:

Types of Communication Companies	Frequency (f)	Percentage (%)
Orange communication company	2	50
Sierratel communication company	1	25
National telecommunication company	1	25
Others	0	0
Total	4	100

Table 8 indicates that 2 respondents have worked in Orange communication company before being employed at the Africell Communication Company. That figure is represented by 50%. Also, 1 respondent have worked in Serratel communication company and National Telecommunication Company respectively, both representing 25% respectively.

TABLE 9: Are You Motivated by receiving Rewards?

Responses	Frequency (f)	Percentage (%)
Yes	15	100
No	0	00
Total	15	100

Table 9 disclosed that all the respondents amounting to 100% are motivated by receiving rewards. None of the respondents argued this opinion.

TABLE 10: If yes, which kind of Rewards Motivate You?

Kinds of Reward	Frequency (f)	Percentage (%)
Paid vacation	2	13
Recognition	4	27
Bonuses	4	27
High pay	3	20
Appraisal	2	13
Total	15	100

The data in table 10 shows the kind of rewards the respondents believed that motivate them. 4 respondents representing 27% chose recognition to be highly motivating to them, while the another 4(27%) respondents chose bonuses. Both paid vacation and appraisal are represented by 26% respectively with equal respondents of 2. While 3 respondents out of 15 amounted to 20% selected high pay as the kind of reward that motivate them.

TABLE 11: Do you Understand the Criteria used by Managers to Motivate You (Employees):

Responses	Frequency (f)	Percentage (%)
Yes	9	60
No	6	40
Total	15	100

Table 11 presents respondents’ awareness and understanding of the criteria used by managers to motivate them. 9 respondents out of 15 disclosed that, they understand the criteria used by managers. This constitutes 60%, while 6 of the respondents revealed that they do not understand the criteria used by managers to motivate them. This category represents 40%.

TABLE 12: Can Motivation in any way Increase your Performance?

Responses	Frequency (f)	Percentage (%)
Yes	15	100
No	0	00
Total	15	100

The data in table 11 shows that all of the respondents agreed that, motivation can increase their performance. The variety of the fact is that, these responses summed up to 100% according to the study.

TABLE 13: Motivation has Positive Impact on Your Performance in Goal Attainment:

Responses	Frequency (f)	Percentage (%)
True	15	100
False	0	00
Total	15	100

Table 13 reveals that all the 15 respondents accepted that motivation has positive impacts on their performance. This represents 100% and by all indications, it has been proven that, goal attainment goes alongside with positive motivation according to the outcome of the study.

TABLE 14: Has The Africell Communication Company Made any Effort to Motivate You?

Responses	Frequency (f)	Percentage (%)
Yes	13	87
No	2	13
Total	15	100

Table 14 disclosed that 13 (87%) respondents out of 15 noted that the Africell communication company has made several efforts to motivate them 2 respondents representing 13% denied that the company has made any effort to motivate them.

SECTION C: Managers’ Responses on the Motivation of Employees:

TABLE 15: Occupation/Department of Respondent:

Department/Occupation	Frequency (f)	Percentage (%)
Finance and Accounting	1	20
Information Technology (IT)	1	20
Technical	1	20
Customer Care	1	20
Marketing	1	20
Total	5	100

Table 15 indicates that five (5) heads of departments were contacted and each department is represented by one (1) respondent. Such departments are: Finance and Accounting, Information Technology, Technical, Customer care and marketing departments. So, the 5 respondents from the 5 departments represent 100%.

TABLE 16: Number of years worked at the Africell Communication Company:

Years taken in the Company	Frequency (f)	Percentage (%)
1 -3 years	2	40
4 -6 years	2	40
7 9 years	1	20
Above 9 years	0	0
Total	5	100

Table 16 examined the length of time managers have worked at the Africell communication company. Out of 5 respondents (managers) 2 (40%) have taken 1-3 years at the Africell communication company. Also, two (2) of the respondents have taken 4 – 6 years (40%). None of the respondents have served above 9 years in the company according to the research.

TABLE 17: HAVE You Ever Worked in Other Communication Companies other than Africell Communication Company:

Working Experience in other Companies	Frequency (f)	Percentage (%)
Yes	3	60
No	2	40
Total	5	100

TABLE 18: If Yes, which Communication Company?

Types of Communication Company(ies)	Frequency (f)	Percentage (%)
Orange communication company	1	33
Sierratel communication company	2	67
National Telecommunication company	0	0
Others	0	0
Total	3	100

Table 17 reveals that, out of 5 respondents, 3 (60%) responded that, they have worked in other communication companies before seeking employment at the Africell communication company. While 2(40%) of the respondents responded that, they have not worked in any other communication company before seeking employment at the Africell communication company. Table 18 further shows the types of communication companies here managers (respondent(s) might have worked before coming to the Africell communication company. 2 (67%) respondents responded that they have worked at Serratel communication company, while only 1 (33%) respondent. Had worked in Orange communication

company. However, none of the respondents have ever worked at National Telecommunication company according to the study.

TABLE 19: Are the Employees Motivated by Receiving Rewards?

Responses	Frequency (f)	Percentage (%)
Yes	5	100
No	0	00
Total	5	100

TABLE 20: If yes, which kind of Rewards Are Used to Motivate them?

Kinds of Reward	Frequency (f)	Percentage (%)
Paid vacation	0	0
Recognition	0	0
Bonuses	4	80
Higher pay	0	0
Appraisal	1	20
Total	5	100

From table 19, all of the 5 respondent representing 100% responded that, the employees are motivated by receiving rewards. These responses confirmed the ones given by the employees that indeed they are motivated by receiving rewards. In table 20, 4 (80%) respondents out of 5 confirmed that, bonuses were used to motivate employees.

TABLE 21: What are the Positive Impacts of Motivation on Employees' Performance?

Responses	Frequency (f)	Percentage (%)
Increase efficiency	2	40
Increase productivity	2	40
Increase in the retention of employees	1	20
Increase the moral of employees	0	0
Total	5	100

The data in table 21 explains the views of respondents about the positive impacts of motivation on employees' performance. 2(40%) out of 5 respondents responded that positive motivation leads to increased efficiency. Also, another 2 (40%) respondents noted that positive motivation enhances increase productivity. Only 1 (20%) reveals that positive motivation results to increase in the retention of employees in work place(s). However, none of the respondents ever mentioned that positive motion may leads to increase in the moral of employees.

TABLE 22: Do the Employees Understand the Criteria used by you (Manager) to Motivate them?

Responses	Frequency (F)	Percentage (%)
Yes	4	80
No	1	20
Total	5	100

TABLE 23: If Yes, what are the Criteria Used to Motivate them (Employees):

Criteria used to Motivate Employees	Frequency (f)	Percentage (%)
Employee relationship	2	40
Provision of good working environment	1	20
Reinforcement good working behaviours	0	0
Provision of better reward system	2	40

Others	0	0
I don't know	0	0
Total	5	100

Table 22 disclosed that, 4 (80%) out of 5 respondents responded that the employees understood the criteria used by respondents (Managers) to motivate them. Only 1 (20%) denied the fact that the employees do not understand the criteria used to motivate them. In table 23, it was revealed that 2 (40%) out of 5 respondents said that employee relation is one of the criteria that is used to motivate employees. Also, 2 (40%) out of 5 respondents responded that, provision of better reward system is the criteria used to motivate employees. While, only are respondents reveals that provision of good working environment is the criterion used to motivate employees which made up of 20%. None of the respondents made mention of Reinforcement of good working behaviours, other criteria that, they do not know the criteria used to motivate employees.

TABLE 24: Can Motivation in any way Increase Employees' Performance?

Responses	Frequency (F)	Percentage (%)
Yes	5	100
No	0	00
Total	5	100

The data in table 24 examined the views of respondents (Managers) if motivation can increase employees' performance. These views disclosed that 5 respondents out of 5 (100%) responded that motivation can increase employees' performance and none of them denied this fact.

TABLE 25: What Are the Constraints or Impediments Africell Communication Company Faces in Motivating its Employees?

Constraints/Impediments	Frequency (F)	Percentage (%)
High employees turn-over	2	40
Difference in employees' desires	3	60
Educational level of employees	0	0
Inadequate management skills	0	0
I don't know	0	0
Total	5	100

Table 25 examined the constraints or impediments faced in motivating the employees. 5(100%) admitted that, they are aware of these impediments. Majority of the respondents 3(60%) out of 5 identified the differences in employees' desires as the main constraints faced by the company. Also, 2(40%) of the respondents identified high employees turn-over as another constraint faced by the company to motivate its employees. None of the respondents made mention of educational level of employees, inadequate managerial skills as problems faced by the Africell communication company.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction:

This chapter presents summary of chapters, discussion of findings, conclusion and recommendations. The study focused on assessing rewards as a motivation tool for employees' performance at the Africell communication company in Kenema City. During the cause of the study, twenty-five (25) respondents were targeted, from which a total of twenty (20) respondents were randomly selected. The collection of data was done by the use of questionnaire techniques and interview method. The discussion of findings is categorized under the following headings below: Employees and managers' personal information, employees' responses on motivation and managers' responses on motivation of employees.

Summary:

Chapter One:

Chapter one looked at the objectives, significance, hypothesis and limitations of the study, all aiming at exploring the perception of rewards as motivation tool for employees' performance at the Africell communication company in Kenema City.

Chapter Two:

The chapter two aspect of this research dealt with the literature review of many authors with regard to motivation and employees' performance in the business world. In support of this, many writers have advanced their perceptions on the concept, types and theories of motivation in this chapter.

Chapter Three:

Chapter three highlighted the techniques and methods used in the research. Descriptive and quantitative techniques were employed in achieving the aim and objectives of this research. The study area was the Africell communication company in Kenema City, where twenty (20) respondents were randomly selected. This was done through the use of two sets of questionnaires, one set for the employees and the other for managers or heads of departments. It was designed in such a way in order to ensure the validity and correctness of information gathered.

Chapter Four:

This chapter dealt with the presentation and analysis of the data collected from the respondents at the Africell communication company in Kenema City. In the analysis and presentations, two sets of questionnaires were used under the following headings summarized below:

Employees' Personal Information:

The results of the study unfolded the youthful age (18-35) representing 70% of the respondents. Because of the above, the company used bonuses and recognition (54%) as motivating factors and with high pay of 20%.

Employees' Responses on Motivation:

According to findings, it was proven that, employees and managers understood the criteria used in rewarding employees. Bonuses, recognition and high pay were identified as the kinds of reward that motivate employees seventy-four percent (74%) of the respondents alluded to this. The marketing department ranked the highest number of respondents amongst all other departments in the company. This can be seen as one of the indicators that shows that, the marketing department has more dealings with the company's subscribers and also generates more income for the company. The study disclosed that 93% of the respondents had working experiences from other communication companies similar to their jobs. They also acknowledged that motivation increases output.

Managers' responses on Employees Motivation:

The study disclosed that each department in the Africell communication company is headed by a manager and 80% of these managers, have been in the company for 1- 6 years. This confirmed that they have gained lot of experiences about what it takes to motivate an individual in a workplace. Hundred percent of the respondent agreed that bonuses do motivate and consequently increase productivity and efficiency which lead to high performance. Eighty percent of the respondents confirmed that employees understand the criteria used to motivate them and some of these criteria were found to be employee relationship, provision of good working environment and provision of better reward system. This view given by these respondents are similar to the result obtained Riley (2009). The study found that, "the best way of motivating employees involves the creation of positive working environment for employees". Sixty percent of the respondents identified the differences in employees' desires as the main problem faced by the Africell communication company. Other constraints identified by the respondent was high employees turn-over which amounted to 40%. This relates to the study conducted by Charles and Marshall (2012). Their study found that high employees turn-over is the major challenge in motivating employees. Conclusively,

both the differences in employees' desire and high labour turn-over are the major constraints encountered by the Africell communication company.

Conclusion:

From the study, it is concluded that motivation has positive impacts on goal attainment in the that motivated employees work in the best interest of the company and consequently enhances growth, prosperity and productivity. While provision of better reward system motivated them in the achievement of goals and objectives set by the company. Finally, the study concludes by identifying some of the major constraints the Africell communication company in Kenema City faces in motivating its employees. These include: Differences in employees' desires and high labour turn-over. The constraints make the attainment of goals of the company very challenging.

Recommendation:

Taking into account what the conclusion entails, the following recommendations are suggested below:

- ❖ Needs, desires and aspirations should be individualized in terms of motivation rather than generalizing it.
- ❖ The management should improve on good working environment and recognition.
- ❖ It is very important to use both intrinsic and extrinsic rewards as and when necessary in motivating employees.

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