



**Influence of Remuneration Structure on Employee Performance at MTN  
Rwandacell Headquarters**

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# Influence of Remuneration Structure on Employee Performance at MTN Rwandacell Headquarters

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## Abstract

Remuneration is the payment method that an organization uses to pay salaries/wages to employees for the work or services done. This study determined the influence of remuneration structure on employee performance in MTN Rwandacell Headquarters. Specifically, the study objectives were; to establish the effects of financial rewards on employee performance, to assess the importance of non-financial rewards on employee performance, and to examine the influence of incentive pay on employee performance in MTN Rwandacell Headquarters. The descriptive research design was used, and the study was both qualitative and quantitative in nature. The target population comprised 586 employees and the sample size was 123 employees working at the MTN Rwandacell Headquarters. The researcher used the structured questionnaire for data collection, and for the data analysis process, the researcher used the statistical package for social science (SPSS) software Vision 21. The mean and standard deviations were used to describe the observations. Correlation and regression analysis principles were followed in order to analyze the relationship between variables. The results showed that the R Square=.915, implying that 91.5% of the change in employee performance at the company is attributable to all variables of the remuneration structure. The correlation between incentive pay and employee performance was .928 which presents a high positive collation. The results indicated a high relationship between remuneration structure and employee performance of MTN Rwandacell Headquarters. This study thus recommends that the management of MTN Rwandacell should consider competently organizing the remuneration structure of the company.

**Keywords:** *Remuneration structure, Compensation strategy, Incentive programs, Performance management, Employee performance, MTN Rwandacell Headquarters*

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## 1.0 Introduction

Performance is something that is often discussed to determine or provide direction for the development of the next employee. This human resource becomes a center that must be considered and addressed in its performance. Human resources as employees are an important component in the delivery of services to the community. Employees will be assured of their welfare if all of the employee needs can be fulfilled, including economic needs which in this case are realized in the system of providing performance benefits. Therefore, the needs to be a change in the reward system that is only based on position and education, without considering the performance that has been done by employees for the organization (Iriani, 2020).

Remuneration is a part of the reward received by employees as a result of their tasks in the organization, including gifts, awards, or promotions. Performance cannot be achieved optimally if remuneration is not given correspondingly. In addition, the employee's accessory to work is the key to the performance and profitability of the organization. The use of remuneration in return for educators in the university environment as well as being a form of independence is also the responsibility of the management in improving job fulfillment and work motivation. Mainly, the existence of these benefits has fulfilled the expectations of the teaching staff at work. Someone can act on something that tends to be due to the expectation of the results to be achieved. The statement explains that the nature of the employee works because there is hope to get a reply that can be in the form of remuneration. So when the needs and expectations of employees are fulfilled, performance can be achieved which in turn affects work motivation (Pratama & Arik, 2017).

According to Wael and Farouk (2017) financial rewards contain pay, bonuses, transportation facility, health insurance, and pensions. As a result, employees receive financial payments from their employers in the form of salaries or commissions. A bonus can be defined as an additional benefit given to an employee as an influence or a reward for his/her hard work. It is given to employees due to their performance. These performances might comprise; producing more deals, increasing sales, or inspiring new production shapes. Therefore, leaders utilize bonuses to inspire their employees toward specific aims. Pay is a remuneration package in which a helping of an employee's pay is considered to be at risk. It can be considered a bonus or standard preference. Good motivation pay packages provide an optimal challenge. Also, employees are offered a financial reward for their services called to pay. Pay must be closely linked to performance. Employees who work their best want reasonable to pay that satisfies their needs (Wael & Farouk, 2017).

Non-financial awards empower in development of inspiration amongst the employees of an organization reason being. When employees are mindful that they will get gifts that are of non-monetary value, they tend to put more effort so as to increase above the limits as opposed to just fulfilling organizational instructions and requirements (Agwu, 2013). This happens because competition among the employees is customarily restricted so that every employee can work to better his career life as well as to achieve the goals of the organization that he/she works for. For example, when employees become well-versed that they may get a gift, they tend to put more effort in order to give an unexpected result in each task that they are given. This has the implication that non-financial remuneration influences employees to perform in the organization, from the management up to the lower-level employees (Agwu, 2013).

## 1.1 Problem statement

Employee performance is influenced by remuneration structure, Wael and Farouk (2017) demarcated remuneration as pay or reward given to persons for a job done. He further identified the indicators of remuneration include; basic salary, wages, health schemes, pension schemes, transport allowances overtime allowances, and responsibility allowances. Employers have to formulate and manage remuneration policies on sound figures as most of the employee performance is based on remuneration. His study indicated that there was a significant effect of remuneration on employee performance, and it showed that there was a positive relationship between salaries and wages and employee performance enlightening that an increase in remuneration leads a positive rise in employees' performance (Ojeleye, 2017). Remuneration is principal to obtaining competent employees as well as retaining the present employees, it also helps in safeguarding internal and external equity meaning the payment of similar wages for similar occupations within the organization or other comparable organizations. Internal inequalities in pay may pose great challenges to employees. Employees react to gross external inequalities. Calvin (2017) indicated that the comparisons of pay are uninfluenced by levels of aspirations and pay history, often they compare the pay of different employees with their skills, knowledge, and performance. Organizations have been experiencing difficulties in ranking the performance of their employees due to the introduction of a performance-related pay system that doesn't have a substantial impact on employee performance. This has led to reduced motivation which impacts negatively the performance of both organizational and employee objectives. It also poses a management challenge when evaluating performance due to the carelessness of employees to uphold the set standards of performance, (Gatheca, 2008). This study is based to determine the influence of remuneration structure on employee performance in MTN Rwandacell Headquarter.

## 1.2 Research Objectives

- i. To establish the effects of financial rewards on employee performance at MTN Rwandacell Headquarters
- ii. To assess the importance of non-financial rewards on employee performance at MTN Rwandacell Headquarters
- iii. To examine the influence of incentive pay on employee performance at MTN Rwandacell Headquarters

## 1.3 Research questions

- i. How do financial rewards affect employee performance at MTN Rwandacell Headquarters?
- ii. What is the importance of non-financial rewards on employee performance at MTN Rwandacell Headquarters?
- iii. What is the influence of incentive pay on employee performance at MTN Rwandacell Headquarters?

## 2.1 Theoretical framework

### 2.1.1 Reinforcement and expectancy theory

According to Ojeleye (2017) employees are more likely to be motivated to perform when they recognize that there is a solid relationship between their performance and the payment they obtain.

The expectancy theory refers to the power and attractiveness of employee prospect of the results produced by performance. The attractiveness of expected salary for given input will determine individual motivation reliability basing on this theory and whether that remuneration replies to employee's individual objectives. He clarified that there are three relations like the effort and performance, performance and reward, and rewards and employee objectives which will direct employee's performance. Ngamau (2016) expectancy Theory forecasts employee's level of motivation influenced by the attraction of the payment wanted and the likelihood of gaining those. When workers recognize that they may get valued rewards from the employer, they tend to put more effort into job. Expectancy Theory contains three dimensions, say, expectancy, instrumentality and valence, the level of all of which must be great if preferred actions are looked forward to in workers' job. Expectancy theory of motivation explains the relationship between motivation and performance. The theory suggests that performance at personal level depends on high motivation, possession of the required skills and abilities and a suitable post and thoughtful of that post of job.

According to Kathure (2014) the effects of motivation on performance are dependent on the level of capability of the employee, and the association of capability to performance is dependent on the motivation of the employee. The effects of ability and motivation on performance are not additive but interactive. In an organizational context employees are often evaluated by their performance. If an employee believes that the effort given will lead to performance which is acknowledged by the management they will try to put their best efforts into practice. This leads to the expectancy that great effort lead to performance which is noticed and rewarded. He identified that the expectancy theory gives well description why workers are not motivated; they might feel that the excellent performance is not recognized in the institute due to numerous reasons. If the institute's performance evaluation system is created to evaluate non-performance related factors such as tenure, an employee may feel that no matter how much they work they will not be rewarded.

#### **2.4.2 Equity theory**

According to Hameed *et al* (2014), indicated that philosophy of equity theory explain how remuneration motivates employees to perform the duties. Workers in company supposed to be rewarded like others for alike levels of efforts, the compensation becomes needed. The equity of effort-reward perceived on balance that is essential in determining the employees' level of motivation. This theory highlights equity in remuneration structure of employees' payment. And the treatment method applied by organization to motivate employees and retaining them is also one employees like at workplace. Equity theory predicts that low rewards produce dissatisfactions, this would in turn motivate companies to take actions and reduce the discrepancy between their ratio and ratio of the comparison other. Salaries play a crucial important in daily life of employees, they depend on salaries to sustain their families for survive (Abdelghafour & Faisal, 2012).

### **2.2 Empirical literature**

#### **2.2.1 Financial Reward and Employee Performance**

According to Yousaf *et al*, (2014), the financial rewards are pay, bonuses, fringe benefits, transportation facility, medical facility, health and life insurance and benefits like vacation with pay meal facilities. For a very long period of time, it was normally supposed that financial reward was the furthestmost influential promoter. Employees went to work and perform job in order to be paid a fair pay. If they work hard and long enough, that pay would increase, giving them bonus pay. It was a full circle perception where Money is Motivation, motivation is work, and work is

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Money (Agbenyegah, 2019). Hence, the employee can be motivated since he or she is supposing a financial reward at the end of his or her performance. This is also supported by Taylor that indeed employees are motivated by financial rewards to be dynamic that is why his theory is often mentioned to payment as a promoter theory. His theory said that employees are encouraged by payment. Financial rewards come under different forms. Merit pay is a method that rewards higher performing workers with extra pay sometimes called financial rewards. Merit pay aid the organization to differentiate the high performance and low performance employees and reward the performance of the high actors. This can support in holding because organization don't like to lose best actors (Agbenyegah, 2019).

Bonuses come in numerous forms and there have been influences as to the motives why most organizations desire to use bonuses to influence the performance of employees. Before discussing the varied reasons why organizations make utilize of bonuses to encourage employees there is the want to detail how the bonuses are given. Agbenyegah (2019) explained that there exist two processes of satisfying employees. Primarily, presence is the dependent satisfier or what he mentioned to as that assures a direct payment if a particular form of an act is achieved. In other words, there is also now that compensations. These types of payments are given in celebration of the job done or considered duty performance. The reason why most employers have a preference the usage of bonuses is that they are the simple way to acknowledge the employees. Bonus can also rise employee optimism and inspire them to achieve objectives. When workers are joyful, the employer is well-informed to accomplish better than ever (Kappel, 2018).

The aims for employee motivation is an additional benefits that are carefully associated to the supposed motivation of supporting the employees. The objective of non-financial through bonuses is also prudently connected to the objective of making the employees' contentment in relation to the employment. Wages and Salaries Motivation of employees comes in several ways and salary is a major influential factor to performance. Motivation from pay happens between employees, though may possibly be enthused to agreement or task besides others may perhaps be inspired by rise in enduring job. Employees are often encouraged by wages so employee is paid by the management can have a good influence on performance in the institute. Employee does not simply view his salary as a dollar amount, he or she sees it as the value his or her employer places on him or her as an employee. The degree of gratitude he feels can have a direct influence on overall performance. An employee is additional likely to be inspired and perform well if he/she is happy about the salary earned. Employee earning a high salary feels encouraged to work and perform at high level (Anggraini; *et al*, 2018).

### **2.2.2 Non-financial Reward and Employee Performance**

According to Uzair and Mehmood (2021) Non-financial rewards motivate and include employees in ways that money alone cannot. Non-financial rewards provided by management to employees in order to meet their wishes for appreciation, career opportunity, responsibility, autonomy, power, and recognition at work. Payments given to the employees so that they feel motivated and satisfied at the work-place because if employees are not motivated that organization cannot accomplish its goals and objectives. Employee motivation is the amount of enthusiasm, energy, dedication, and innovation that an employee brings to the workplace on a daily basis. Sher *et al*, (2010) said that that organization can motivate their employees through non-financial rewards. They showed that effective non-financial reward package could have a significant influence on the employee performance and motivation. They explained that non-monetary motivations empower workers, resulting in job happiness. They go on to say that when employees get non-financial rewards, they

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are happy and begin to appreciate their jobs. It indicated that employees are motivated when they receive non-financial rewards such as flexible work hours, fun assignments, break time, accountability, appreciation, career opportunity, and paid lunch, (Uzair & Mehmood, 2021).

The non-financial reward plans includes the recognition, training and job development, flexible working arrangement and job design were found to have high motivational component to the employees. In fact, the most employees classified these rewards ahead of financial rewards in increasing their performance. For that, employees feel that their efforts are valued and further comprehend the performance which is being reward. Equally, employees are concerned with their career development and able to meet their immediate and future job requirements hence tend to perform exemplary well in the event that the organization is providing training opportunities. Other non-financial factors, which influence employee performance include flexible working arrangement and job design, (Pratama & Arik, 2017).

### **2.2.3 Incentive Pay and Employee Performance**

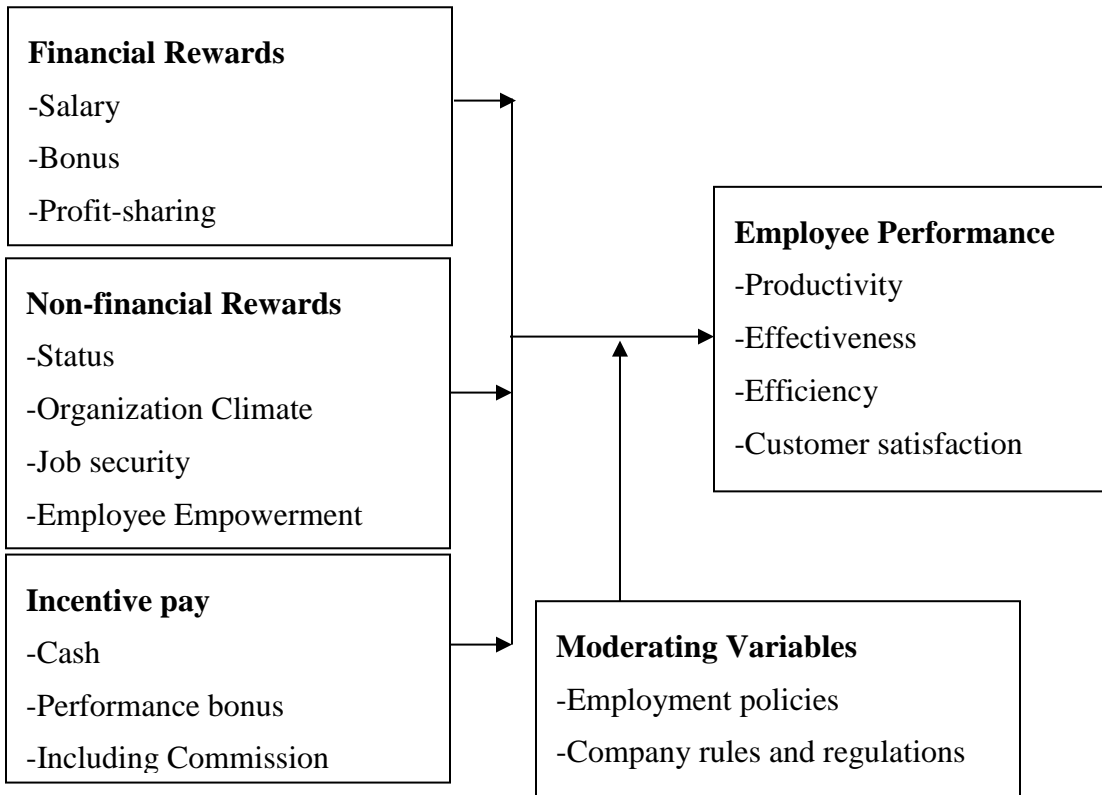
The strategy used to enhance the performance of workers is by giving incentives (rewards) specified to employees perform well their duties to the extent that in them a greater eagerness stand up to increase organization performance such that output and performance develop. Giving incentives in an organization acts a significant important because it brings good inspirations to workers that make them to feel they are favorable and some problems of them become resolved, in other side lack of incentives in employment can unconditionally develop the complex that result low performance due to workers interest which can be produced but with absence of employee motivation, employee status and there is no additional profits for employees other than salary (Wahna, 2018).

According to Ojeleye (2017), the delivery of motivations is estimated to encourage employees in their work and increase their performance, organization productivity, faithfulness, discipline, a sense of accountability for workplace and create good leadership for workers; with the providing of incentives they find the occasion to rise productivity. Therefore, it can be argued that incentives are essentials of remuneration that are paid in an asymmetrical or variable way according to the situations of employee success. The current theory indicated that the incentive is the providing of money outside the pay that workers should receive paid by the management of organization in acknowledgement of employee performance (Wahna, 2018). So the valuable the encouragement of an employee to the organization, the greater the organization should give as a reward to workers.

Incentives are payment given by organizations that can be valued with money and have a tendency to be paid frequently. Incentive is described as form of compensation related with employees' performance and profit sharing, as sharing profits for workers due to augmented productivity or cost savings (Whna, 2018). This method is another system of compensation directly outside salaries and wages which is fixed payment, which is named a pay for performance. Incentives are a dynamic factor for employees to successfully perform their duties so that performance in organization increased. Relatively the Compensation and incentives have an actual close association, where incentives are an element of compensation and both are essential in succeeding the whole objectives and aims of the business. The resolution of giving incentives is to satisfy the welfares of organization by keeping the skilled employees, increase employee determination, improve the standard of living, and develop employee motivation so as to inspire them to perform at high level (Wahna, 2018).

## 2.3 Conceptual framework

### Remuneration Structure



**Figure 1: Conceptual framework**

**Source: Researcher, (2022)**

### 3.0 Research Methodology

A descriptive research design was used, it provides a plan or framework for data collection and its analysis that was aimed at achieving the research objectives through experimental evidence. Both qualitative and quantitative methods design were used. A descriptive survey design is considered to be most suitable for this study because it consists of the data collection methods that lead to the reliable findings of the study and a structured questionnaire was used (Hamed,2016). The target population was contained by the 586 employees of MTN Rwandacell Headquarters. The sampling design includes the sampling techniques. Researcher used the Slovene’s formula to determine a sample size. For sample size calculation, Khawaja; et al, (2014) defined the sample size as a subgroup of the population which is a correct representation of the whole population which is going to be considered. For determining the sample size of this study, the researcher used the Slovene’s formula which is commonly used for calculating a sample size out of the whole target population. The sampling error was 8% and 92% as a confidence level.

$$n = \frac{N}{1+N(e)^2} \diamond n=586:1+586(0.08)^2=586:4.7504 \approx 123$$

The formula resulted 123 employees as a sample size of the target population 586 employees.



The sampling technique is a method used to find the elements in the representative sample (Khawaja; et al, 2012). A sampling will be done at MTN Rwandacell Headquarters. Sampling is not independent of the other elements in research, generally its research objectives and questions. Sampling technique was done in picking out the respondents to form the sample size. The researcher used the simple random sampling technique to determine the sampled respondents of the total population who gave the wanted information. The structured questionnaire was utilized to collect the information. The structured questionnaire will be contained by the questions which were addressed to the employees and basing on the research objectives. The questions were very clear structured, respondents responded the standard different replies that were used to associate the employees' moods in their remuneration structure which influence their performance. In procedure of data collection, researcher contacted respondents flexibly with questionnaires and invited them to express their opinions after well description of the research objectives. After description researcher gave structured questionnaire to every respondent and wait at least five days of work, and researcher chart and ask them in order to ensure that responds given. The 123 structured questionnaires were given to all 123 respondents as sample size.

This study used statistical analysis methods to present and summarize the findings, where frequencies and percentages were used. Descriptive statistics were used for making conclusions and inferential statistics were applied. Statistical Package of Social Science (SPSS) software version 21 was used in the data analysis process as an instrument. The multiple linear regression analysis was applied, following this formula.

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + e$$

Where: Y = Employee performance

$B_i$ ;  $i=1, 2, 3$  = the coefficients representing predictors variables.

$B_0$  = the Y-intercept

$X_i$ ;  $i=1, 2, 3$  = Values of the various independent (Covariates) variables

$e$  = the error term which is assumed to be normally distributed with mean zero and constant variance,  $X_1$  = Financial rewards,  $X_2$  = Non-financial rewards, and  $X_3$  = incentive pay. On the other hand, qualitative data will be presented in a narrative form, and inferences drawn from it.

Informed consent, confidentiality, public freedom, and anonymity were upheld. The researcher was honest to exercise academic freedom and high moral standards in the discussion of the findings. The information from respondents was treated with confidence and everyone had the right to withdraw during the research process. In the literature review, plagiarism is avoided by preventing the copy past of the text of other authors.

#### 4.0 Findings and Discussion

During data collection there were some participants missed to respond questionnaires. The ones missed are 7 participants. The 94.3% of 123 participated and only 5.7% of 123 missed to respond their questionnaires. Demographic characteristics results showed that out of 116 respondents, 44.8% were men whereas 55.2% were women. Regarding age of respondent, 24.1% were aged below 30 years, 54.3% were aged between 30 and 45 years, 21.6% of the respondents were aged more than 45 years. On marital status, most (57.8%) of them were single compared to 42.2% married ones. On working experiences, 18.1% had less than 2 years of working experiences, a half (50.0%) had 2-5 years of working experience, whereas approximately third (31.9%) of them had

at least 5 years of working experience. The findings revealed that 13.8% of the respondents had high school qualification, with most (45.7%) of them being secondary school leavers, while 27.6% were undergraduates, 12.9% being post-graduates.

#### 4.1 Descriptive Statistics

The analysis was based on the specific objectives; effects of financial rewards on employee performance; impact of non-financial rewards on employee performance; and the influence of incentive pay on employee performance in MTN Rwandacell Headquarters.

#### Financial Rewards and Employee Performance

The first objective of this study was to establish the effects of financial rewards on employee performance in MTN Rwandacell Headquarters. Researcher assessed the effects of the financial rewards on employee performance. The presented findings are in Table 1.

**Table 1: Descriptive Analysis on Financial Rewards**

Statement	Strongly Disagree		Disagree		Unsure		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
In our company we have a good salary that influence an employee performance	0	0	0	0	6	5.2	83	71.6	27	23.3	116	4.18	0.504
Because my company provides the bonus to performed one, this increase motivation and influence employee performance	0	0	0	0	0	0	74	63.8	42	36.2	116	4.36	0.483
MTN Rwandacell promotes the awards in employees which influence employee performance	0	0	0	0	0	0	82	70.7	34	29.3	116	4.29	0.457
The salary in Rwandacell given based performance, so that employee work hard for being the best performer and get a good salary	0	0	5	4.3	7	6.0	83	71.6	21	18.1	116	4.03	0.645
The benefits offered by MTN Rwandacell helps employees to meet their social needs which motivate them to effectively perform the duties	0	0	0	0	0	0	67	57.8	49	42.2	116	4.42	0.496
<b>Overall Mean</b>												<b>4.256</b>	

**Source: Primary data, (2023)**

Table 1 presents the findings of the effects of financial rewards on employee performance in MTN Rwandacell Headquarters. The financial rewards are pay, bonuses, fringe benefits, transportation facility, medical facility, health and life insurance and benefits like vacation with pay meal facilities (Yousaf; *et al*; 2014). The findings were analyzed, out of 116 respondents, on how in their company they have a good salary that influence the employee performance, 5.2% were

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unsure, 71.6% agreed, and 23.3% strongly agreed that in their company they have a good salary that influence the employee performance. On that because their company provides the bonus to performed one, this increase motivation and influence employee performance, the 63.8% agreed and 36.2% strongly agreed that their company provides the bonus to performed one, this increase motivation and influence employee performance.

On that MTN Rwandacell promotes the awards to employees which influence employee performance, 70.7% agreed and 29.3% strongly agreed that MTN Rwandacell promotes the awards in employees which influence employee performance. On that the salary in Rwandacell given based performance, so that employee work hard for being the best performer and get a good salary, the 4.3% disagreed, 6.0% were unsure, 71.6% agreed, and 18.1% strongly agreed that the salary in Rwandacell given based performance, so that employee work hard for being the best performer and get a good salary. On that the benefits offered by MTN Rwandacell helps employees to meet their social needs which motivate them to effectively perform the duties, the 57.8% agreed and 42.2% strongly agreed that the benefits offered by MTN Rwandacell helps employees to meet their social needs which motivate them to effectively perform the duties.

The overall mean of the results was 4.256 that is between 4 (Agree) and 5 (Strongly Agree), it presents that the financial rewards affect the employee performance. The employee can be motivated since s/he is supposing a financial reward at the end of his or her performance, this is also reinforced by Taylor that indicated employees are motivated by financial rewards to be dynamic. Merit pay is a method that rewards higher performing workers with extra pay sometimes called financial rewards. (Agbenyegah, 2019).

### **Non-Financial Rewards and Employee Performance**

The second objective of the study was to assess the impact of non-financial rewards on employee performance in MTN Rwandacell Headquarters. Researcher assessed the impact of non-financial rewards on employee performance. The presented findings are in Table 2.

**Table 2: Descriptive Analysis on Non-Financial Rewards**

Statement	Strongly Disagree		Disagree		Unsure		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
MTN Rwandacell gives non-financial rewards to employees as a status of job security	0	0	7	6.0	4	3.4	92	79.3	13	11.2	116	3.96	0.624
Non-financial rewards given to employees motivate them and increase their performance	0	0	0	0	0	0	56	48.3	60	51.7	116	4.52	0.502
Employees work with flexible schedule which indicates as they are in good organization climate and motivate them	0	0	0	0	0	0	88	75.9	28	24.1	116	4.24	0.430
MTN Rwandacell promotes employees where is possible that bring motivation to them and leads to develop their performance	0	0	0	0	5	4.3	80	69.0	31	26.7	116	4.22	0.512
MTN Rwandacell trains employees in purpose of empowering them to successfully perform the delivery service	0	0	0	0	0	0	78	67.2	38	32.8	116	4.33	0.471
<b>Overall Mean</b>												<b>4.254</b>	

**Source: Primary data, (2023)**

Table 2 presents the results of the importance of non-financial rewards on employee performance in MTN Rwandacell Headquarters. The non-financial reward plans includes the recognition, training and job development, flexible working arrangement and job design were found to have high motivational component to the employees. Employee motivation is the amount of enthusiasm, energy, dedication, and innovation that an employee brings to the workplace on a daily basis. An organization can motivate their employees through non-financial rewards (Sher, *et al*; 2010).

On the statement that MTN Rwandacell gives non-financial rewards to employees as a status of job security, 6.0% disagreed, 3.4% were unsure, majority (79.3%) agreed, whereas 11.2% strongly agreed with the statement. On that non-financial rewards given to employees motivate them and increase their performance, 48.3% agreed and 51.7% strongly agreed that non-financial rewards given to employees motivate them and increase their performance. On that employees work with flexible schedule which indicates as they are in good organization climate and motivate them, 75.9% agreed and 24.1% strongly agreed.

On the statement that MTN Rwandacell promotes employees where is possible that bring motivation to them and leads to develop their performance, 4.3% were unsure, 69.0% agreed, and 26.7% strongly agreed. On that MTN Rwandacell trains employees in purpose of empowering them to successfully perform the delivery service, 67.2% agreed and 32.8% strongly agreed that.

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The overall mean was the 4.254 that is between 4 (Agree) and 5 (Strongly Agree). It presents that there are any impacts of non-financial rewards on employee performance. Payments given to the employees so that they feel motivated and gratified at the work-place because if employees are not motivated that organization cannot achieve its objectives. Non-financial rewards motivate and include employees in ways that money alone cannot. Non-financial rewards provided by management to employees in order to meet their wishes for appreciation, career opportunity, responsibility, autonomy, power, and recognition at work (Uzair & Mehmood, 2021).

### Incentive Pay and Employee Performance

The third findings analyzed was based on the third objective of to examine the influence of incentive pay on employee performance in MTN Rwandacell Headquarters. Researcher wanted to examine the influence of incentive pay on employee performance. The presented findings are in Table 3.

**Table 3: Influence of incentive pay on employee performance**

Statement	Strongly Disagree		Disagree		Unsure		Agree		Strongly Agree		Total			
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd	
Incentive pay system														
Rwandacell use encourage employees to perform their duties	0	0	10	8.6	2	1.7	50	43.1	54	46.6	116	4.28	0.871	
The cash paid to employees for their performance promote company performance	5	4.3	11	9.5	3	2.6	86	74.1	11	9.5	116	3.75	0.912	
Rwandacell gives performance bonus to best performer which encourage employees to provides good services with performance	0	0	0	0	0	0	70	60.3	46	39.7	116	4.40	0.491	
The including commission given to employees empower them to perform	0	0	0	0	7	6.0	86	74.1	23	19.8	116	4.14	0.492	
<b>Overall Mean</b>												<b>4.1425</b>		

**Source: Primary data, (2023)**

Table 3 presents the results of the influence of incentive pay on employee performance in MTN Rwandacell Headquarters. Giving incentives in an organization acts a significant important because it brings good inspirations to workers that make them to feel they are favorable and some problems of them become resolved. The current theory indicated that the incentive is the providing of money outside the pay that workers should receive paid by the management of organization in acknowledgement of employee performance (Wahna, 2018).

The results were analyzed, on the statement that incentive pay system Rwandacell use encourage employees to perform their duties, and 8.6 disagreed, 1.7% were unsure, 43.1% agreed, and 46.6% strongly agreed. On the statement that the cash paid to employees for their performance promote

company performance, 4.3% of the respondents strongly disagreed, 9.5% disagreed, 2.6% were unsure, 74.1 agreed, and 9.5% strongly agreed that with the statement.

On the statement that Rwandacell gives performance bonus to best performer which encourage employees to provide good services with performance, 60.3% of the study participants agreed, while 39.7% strongly agreed. Regarding the statement that including commission given to employees empower them to perform, 6.0% of the respondents were unsure, 74.1% agreed, and 19.8% strongly.

The overall mean was 4.1425 that is between 4 (Agree) and 5 (Strongly Agree), it presents that incentive pay influence the employee performance. The incentive pay is estimated to encourage employees in their work and increase their performance, organization productivity, faithfulness, discipline, a sense of accountability for workplace and create good leadership for workers; with the providing of incentives they find the occasion to rise productivity (Ojeleye, 2017).

### Employee performance findings

Researcher analyzed the variables of employee performance as dependent variables, the presented findings are in Table 4.

**Table 4: Employee performance**

Statement	Strongly Disagree		Disagree		Unsure		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
Remuneration motivates employees to perform well and increase the productivity of company	0	0	0	0	0	0	60	51.7	56	48.3	116	4.48	0.502
MTN Rwandacell pay for performance which make employees to effectively perform their duties	5	4.3	10	8.6	8	6.9	76	65.5	17	14.7	116	3.78	0.952
Due to MTN Rwandacell payment is efficiency influence the employees to deliver good service	0	0	0	0	0	0	76	65.5	40	34.5	116	4.34	0.477
MTN Rwandacell employees provide good services which bring the satisfaction to customer	0	0	0	0	0	0	97	83.6	19	16.4	116	4.16	0.372
<b>Overall Mean</b>												<b>4.19</b>	

**Source: Primary data, (2023)**

Table 4 presents the results of dependent variables (employee performance). Performance is often defined merely in productivity image and the success of quantified objects. But performance is a matter not only of what employees achieve but how they achieve it. High-performance results from appropriate behavior, especially optional behavior, and the effective use of the required knowledge, skills, and competencies (Elger, 2011).

The data was analyzed, out of 116 respondents, on that remuneration motivates employees to perform well and increase the productivity of company, 51.7% agreed and 48.3% strongly agreed.

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On the statement that MTN Rwandacell pay for performance which make employees to effectively perform their duties, 4.3% of the respondents strongly disagreed, 8.6% disagreed, 6.9% were unsure, 65.5% agreed, and 14.7% strongly agreed. On the statement that due to MTN Rwandacell payment is efficiency and influence the employees to deliver good service, majority (65.5%) of the respondents agreed, whereas 34.5% strongly agreed.

On the statement that MTN Rwandacell employees provide good services which bring the satisfaction to customer, a majority (83.6%) of the respondents agreed and 16.4% strongly agreed. The overall mean was 4.19 that was between 4 (Agree) and 5 (Strongly Agree). It presents that the employees of MTN Rwandacell effectively perform and efficiently deliver service which increase the company productivity and make their customers to be satisfied. Employee performance refers to managing all elements of the organizational process that affect how well an employee performs, the general aim of performance management is to create a high-performance culture in which employee and team take accountability for the continuous enhancement of business processes and their own skills and contributions within a framework provided by effective management. Specifically, performance management is about aligning employee objectives with organizational objectives and ensuring that employees uphold corporate core values (Ojeleye, 2017).

#### 4.2 Inferential Statistics

Table 5 shows the correlation matrix.

**Table 5: Association between Remuneration Structure and Employee Performance**

		Effects of Financial Rewards	Importance of Non-financial Rewards	Influence of Incentive Pay	Employee Performance
Effects of Financial Rewards	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	116			
Importance of Non-financial Rewards	Pearson Correlation	.814**	1		
	Sig. (2-tailed)	.000			
	N	116	116		
Influence of Incentive Pay	Pearson Correlation	.888**	.825**	1	
	Sig. (2-tailed)	.000	.000		
	N	116	116	116	
Employee Performance	Pearson Correlation	.866**	.897**	.928**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	116	116	116	116

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Primary data, (2023)**

Table 5 shows the correlation between remuneration structure indicators and employee performance of MTN Rwandacell Headquarters. The remuneration structure indicators taken are; financial rewards, non-financial rewards, and incentive pay. The statistical product for service solutions (SPSS) software version 21 was used to determine the Pearson coefficients. The Pearson coefficient correlation is between -1 and 1. From -1 to 0 presents the negative correlation, -1 to -

0.5 presents the high negative correlation, -0.5 to 0 presents low negative correlation. And 0 to 1 presents positive correlation, 0 to 0.5 presents the low positive correlation, and 0.5 to 1 presents high positive correlation.

According to the results, the correlation between financial rewards and employee performance was .866 which presents the high positive correlation; the correlation between non-financial rewards and employee performance was .897 which presents the high positive correlation; and the correlation between incentive pay and employee performance was .928 which presents high positive correlation. It presents that there was a high correlation between remuneration structure and employee performance of MTN Rwandacell. Table 6 presents the model summary.

**Table 6: Model Summary of remuneration structure and employee performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956 <sup>a</sup>	.915	.913	.267

a. Predictors: (Constant), Influence of Incentive Pay , Importance of Non-financial Rewards, Effects of Financial Rewards

**Source: Primary data, (2023)**

Table 6 shows the Model Summary of remuneration structure and employee performance, the results shows that the R Square=.915 means that it was clear that 91.5% of all variables of employee performance can be explained by one’s of all variables of the remuneration structure of MTN Rwandacell. ANOVA results are presented in Table 7.

**Table 7: ANOVA<sup>a</sup> of Remuneration structure and Employee performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.577	3	28.526	401.033	.000 <sup>b</sup>
	Residual	7.967	112	.071		
	Total	93.543	115			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Influence of Incentive Pay , Importance of Non-financial Rewards, Effects of Financial Rewards

**Source: Primary data, (2023)**

The ANOVA results in Table 7 show that the variables were statistically significant with F=401.033 with P value=.000b, it means that there was a significant correlation between the remuneration structure and employee performance at MTN Rwandacell Headquarters. Table 8 shows regression coefficient results.



**Table 8: Coefficients<sup>a</sup> of Remuneration Structure and Employee Performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.388	.196		-1.981	.050
1					
Effects of Financial Rewards	.062	.090	.043	.686	.494
Importance of Non-financial Rewards	.499	.064	.399	7.768	.000
Influence of Incentive Pay	.531	.062	.560	8.607	.000

a. Dependent Variable: Employee Performance

**Source: Primary data, (2023)**

Table 8 shows the constant of independent variables of remuneration structure. It can be statistically significant since P value is less than 0.05. The study done by Wael and Farouk (2017) on the influence of remuneration on employee performance indicated that there is a positive relationship between salaries and wages (.804\*\*) and bonus (.589\*\*) and employee performance enlightening that an increase in remuneration leads a positive rise in employees' performance. The results of this study present that the variables of remuneration structure; the effects of financial rewards was not statistically significant with P value = .494<sup>b</sup>, the importance of non-financial rewards was statistically significant with the P value = .000<sup>b</sup>, the influence of incentive pay was statistically significant with the P value = .000<sup>b</sup>.

## 5.0 Conclusions

Remuneration is a part of the reward received by employees as a result of their tasks in the organization, including salaries, gifts, and awards. Performance cannot be achieved optimally if remuneration is not given correspondingly. The report indicates that the nature of the employee works because there is hope to get a reply that can be in the form of remuneration. So when the needs and expectations of employees are fulfilled, performance can be achieved which in turn affects work motivation (Pratama & Arik, 2017).

The findings were analyzed basing on the research objectives. The relationship between remuneration structure variables and employee performance was calculated. The results indicated that the correlation between financial rewards and employee performance was .866 which presents that there was the high positive correlation between financial rewards and employee performance; the correlation between non-financial rewards and employee performance was .897 which presents that there was the high positive correlation between non-financial rewards and employee performance; and the correlation between incentive pay and employee performance was .928 which presents that there was the high positive collation between incentive pay and employee performance. It concludes that there was a significant relationship between remuneration structure and employee performance of MTN Rwandacell Headquarters.

## 6.0 Recommendations

The study provides recommendations basing on the results, the following recommendations were given: To the management of MTN Rwandacell, this study would offer them a viewpoint to look at remuneration structure influencing employee performance; The employees should perform and present their contribution in company activities in order to test that they will receive their salaries based on their performance; and the Ministry of Public Service and Labor should consult the companies if their pay deducted in normal circumstances. This research refers to determine the influence of remuneration structure on employee performance in MTN Rwandacell Headquarters. Thus, researcher suggests that the further researches should be taken: to examine the relationship between contracts structure and employee performance; to establish the impacts of pay for task on employee performance; to assess the effects of organization culture on employee performance.

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