

The Motivational Role of Extrinsic Incentives in Shaping Employees' Job Performance: A Case of Iringa Airport Tanzania.

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Abstract:: This study examined the motivational role of extrinsic incentives in shaping employees' job performance at Iringa Airport, focusing on the availability and utilization of monetary, non-monetary, and symbolic incentives, as well as the incidence of organizational citizenship behaviors, including helping behavior, organizational compliance, and civic virtue. Using a qualitative approach with a sample of 59 participants, data were collected through interviews and analyzed thematically. The findings revealed that while extrinsic incentives were generally present at Iringa Airport, their effectiveness in enhancing performance largely depended on perceptions of fairness, consistency, and timely delivery. Monetary incentives such as bonuses, overtime pay, and salary increments were strong motivators when distributed equitably, though delayed payments and favoritism reduced their impact. Non-monetary incentives, including health insurance, housing support, and meal allowances, were moderately available but often hindered by inconsistency and lack of transparency, which limited their influence on satisfaction and retention. Symbolic and recognition incentives, such as appreciation awards and promotions, were particularly powerful when offered fairly and frequently, fostering pride and commitment among employees. Furthermore, high levels of organizational citizenship behaviors were observed, indicating that extrinsic incentives indirectly strengthened teamwork, compliance, and civic engagement. The study concludes that extrinsic incentives significantly contribute to employee motivation and performance; however, their full potential can only be realized through transparent, fair, and well-structured incentive systems aligned with employees' expectations and organizational objectives.

Keywords— Extrinsic Incentives, Job Performance, Monetary incentives, organizational citizenship behaviors, civic engagement

1. 0 INTRODUCTION

In the contemporary, highly competitive business landscape, organizations are perpetually seeking the key to unlocking superior performance and sustaining a competitive advantage. Central to this pursuit is the human capital, the employees, whose collective efforts, creativity, and dedication ultimately drive organizational success. Consequently, understanding the mechanisms that motivate employees to perform at their peak has become a cornerstone of effective human resource management. While motivation is a complex tapestry woven from both internal drives and external stimuli, this study focuses specifically on the potent influence of extrinsic incentives. These are tangible rewards provided by the organization, such as financial compensation, bonuses, promotions, and public recognition, in exchange for work performance. The central premise of this research is to critically examine the role these external motivators play in shaping employee job performance. It seeks to move beyond the simplistic assumption that "more pay equals more output" and delve into the nuanced ways extrinsic incentives influence employee behavior, engagement, and ultimately, their effectiveness on the job, thereby addressing a critical aspect of organizational viability.

1.1 Background to the Study

The relationship between reward and performance constitutes one of the most foundational and persistently debated topics within management and organizational psychology [1]. For over a century, scholars and practitioners have sought to understand how various forms of compensation and recognition influence employee behavior and organizational outcomes. This long-standing inquiry underscores the critical importance of motivation as a driver of human capital value, positioning it not merely as a theoretical concern but as a central strategic imperative for achieving sustainable competitive advantage. The present study is rooted in this rich historical context, aiming to dissect the specific role of extrinsic incentives within the complex motivational ecosystem of the modern workplace.

Employee job performance is widely recognized as a multi-dimensional construct that extends beyond simple task execution. Contemporary models, such as the one advanced by [2], distinguish between task performance (proficiency in core job duties), contextual performance (behaviors that support the organizational, social, and psychological environment, such as cooperation and initiative), and more recently, adaptive performance (the ability to adapt to change and learn new skills) [3]. This comprehensive view acknowledges that an employee's contribution to organizational success is multifaceted, encompassing not only what they do but also how they do it and their capacity to evolve. The aggregate of

these individual performances directly dictates organizational-level outcomes, including productivity, quality, customer satisfaction, and ultimately, profitability and market viability [4].

Consequently, the quest to identify and activate the levers that enhance employee performance is of paramount strategic importance. Organizations invest significantly in systems and strategies designed to elicit maximum discretionary effort from their workforce. Understanding what motivates employees to not only meet but exceed their basic job requirements is, therefore, a central problem in human resource management and organizational behavior. It is within this context that the role of incentives, particularly extrinsic ones, becomes a critical area of investigation, as they represent a direct and manageable tool for influencing these performance dimensions.

The study of extrinsic incentives is deeply embedded within several seminal motivational theories that have shaped management practice. The earliest systematic approach can be traced to Frederick Taylor's Scientific Management, which posited that workers are primarily economically motivated and that financial incentives, directly tied to measurable output, are the most effective way to maximize efficiency [5]. This was complemented by the behaviorist perspective of [6], whose Reinforcement Theory demonstrated that behaviors followed by positive consequences (reinforces), such as bonuses or public praise, are more likely to be repeated. These theories established the foundational principle that external rewards can be powerful tools for shaping and controlling specific workplace behaviors.

However, later cognitive theories introduced a more nuanced understanding of the psychological processes involved. [7] Expectancy Theory, for instance, argues that motivation is a calculated function of three beliefs: expectancy (that effort leads to performance), instrumentality (that performance leads to a reward), and valence (the value of that reward). Within this model, extrinsic incentives are central to the instrumentality and valence components; if employees do not believe that high performance will result in a meaningful external reward, their motivation to exert effort will be low. These theories collectively provide a robust framework for predicting how extrinsic incentives can channel employee effort toward desired performance outcomes, moving beyond simple stimulus-response to incorporate individual cognition and valuation.

A critical development in motivation theory was the distinction between extrinsic and intrinsic motivation. While extrinsic motivation refers to engaging in an activity to attain a separable outcome (e.g., pay, promotion), intrinsic motivation arises from the inherent satisfaction and interest of the activity itself [8]. This dichotomy is central to Deci and Ryan's Self-Determination Theory (SDT), which posits that intrinsic motivation flourishes when individuals' innate psychological needs for autonomy, competence, and relatedness are supported. The theory revolutionized the

understanding of incentives by highlighting that the relationship between extrinsic and intrinsic motivation is not always additive.

In fact, SDT introduced the crucial caveat that under certain conditions, the introduction of salient extrinsic rewards for an intrinsically interesting activity can undermine intrinsic motivation, a phenomenon known as the "over justification effect" [8]. This occurs when the external reward shifts the perceived locus of causality from internal to external, causing the individual to attribute their behavior to the reward rather than their own interest. This creates a complex and potentially perilous landscape for managers: while extrinsic incentives are powerful motivators for routine or uninteresting tasks, their misapplication can inadvertently "crowd out" an employee's internal passion and inherent enjoyment of the work, leading to a reduction in creativity and long-term engagement [9].

Despite the extensive theoretical and empirical work on extrinsic incentives, a significant research gap remains. Many existing studies focus on the direct, often short-term, effects of a single type of incentive (e.g., monetary bonuses) on a narrow definition of performance (typically task performance). There is a lack of comprehensive research that simultaneously investigates the nuanced impact of a spectrum of extrinsic incentives (from monetary to non-monetary recognition) on the multi-dimensional nature of job performance (task, contextual, and adaptive) within modern, knowledge-based work environments. Furthermore, the contingent conditions—such as the moderating role of individual differences (e.g., personality, career stage) and organizational culture—that determine when extrinsic incentives enhance or potentially hinder overall motivation and performance are not fully understood. This study aims to address this gap by providing a holistic and contingent model of the motivational role of extrinsic incentives in shaping comprehensive job performance.

1.3 Statement of the Problem

In an ideal organizational setting, the implementation of extrinsic incentive systems would function as a straightforward and predictable mechanism to boost employee performance. Theoretically, the logic is linear and compelling: the organization identifies key performance indicators, links tangible rewards like bonuses, salary increments, and promotions directly to their achievement, and employees, motivated by the prospect of these rewards, align their efforts to exceed expectations [9]. This model assumes a direct cause-and-effect relationship where well-designed incentives reliably translate into enhanced productivity, quality, and commitment across the workforce, creating a harmonious cycle of reward and performance that benefits both the employee and the organization.

However, the reality on the ground, particularly in specific contexts like Tanzania's aviation sector and notably at Nduli Airport, reveals a far more complex picture. The application of a standardized, often under-resourced, extrinsic incentive

system faces unique challenges. For instance, air traffic controllers, ground handlers, and customer service staff at Nduli Airport may be operating under a national civil service pay structure that offers limited flexibility for performance-based bonuses. The motivational impact of a small, annual bonus can be subject to diminishing returns, especially in the face of inflation, and may fail to offset the high-stress demands of the job [10, 11]. Furthermore, a one-size-fits-all incentive scheme fails to account for the diverse workforce, where a junior employee may value cash incentives, while a senior, more established employee might place a higher premium on professional development opportunities or housing allowances, leading to a perception of inequity and demotivation.

These complexities give rise to significant unintended consequences that can ultimately undermine both performance and safety—the paramount concern in aviation. A system that rewards baggage handlers solely for the speed of aircraft turnaround, without measures for careful handling, may inadvertently encourage reckless practices that damage equipment. Similarly, if rewards for customer service agents are based purely on the number of passengers processed per hour, it may lead to rushed interactions and neglect of passenger needs, damaging the airport's reputation. This narrow focus on rewarded metrics can foster unhealthy competition between departments, suppress intrinsic motivation for professional excellence, and potentially compromise the stringent safety and security protocols that are non-negotiable in airport operations.

Therefore, a critical research breach exists in understanding how to design and implement extrinsic incentive systems that are effective within the unique socio-economic, cultural, and operational context of public service entities in developing economies like Tanzania. There is a pressing need for context-specific research that moves beyond generic models to investigate how extrinsic incentives can be tailored at airports like Nduli to avoid diminishing returns and unintended consequences, while simultaneously enhancing the multi-dimensional aspects of job performance, including task efficiency, contextual courtesy, and adaptive problem-solving—without compromising safety and ethical standards.

1.4 Research Objectives

1.4.1 General Objective

To analyze the influence of extrinsic incentives on the job performance of employees at Iringa Airport, Tanzania.

1.4.2 Specific Objectives

(i) To examine the effect of different types of extrinsic incentives on the task performance of employees at Iringa Airport.

(ii) To assess the impact of extrinsic incentive system design on employee contextual performance at Iringa Airport.

1.5 Research Questions

(i) What is the effect of different types of extrinsic incentives on the task performance of employees at Iringa Airport?

(ii) How does the design and administration of extrinsic incentive systems impact the contextual performance of employees at Iringa Airport?

1.6 Contribution of the Study

This study will provide significant practical contributions for the management of Iringa Airport and similar public service organizations in Tanzania by offering an evidence-based framework for designing extrinsic incentive systems. The findings will directly inform human resource policies, enabling managers to strategically select and implement incentives that effectively enhance specific performance dimensions task, contextual, and adaptive, while mitigating unintended consequences like unethical behavior or diminished intrinsic motivation. By identifying the moderating role of employee demographics, the research will advocate for a move away from generic, one-size-fits-all reward schemes towards more tailored, equitable, and cost-effective strategies. Ultimately, this contributes to improved operational efficiency, safety, and service quality within the aviation sector by aligning organizational rewards with the diverse needs of the workforce and the strategic goals of the institution.

2.0 Related Studies

2.1 Availability and Utilization of Extrinsic Incentives

In Europe, the availability of extrinsic incentives such as performance-related pay, bonuses, and recognition schemes has significantly increased over the past two decades. Studies show that European organizations, particularly in Germany and Italy, widely implement financial incentive systems to enhance productivity and innovation. However, the utilization and effectiveness of these incentives largely depend on how well they are designed and aligned with measurable outputs. For example, [12] found that performance-based pay in European firms is effective when transparency and accountability in reward mechanisms are ensured, while poorly structured schemes may create inequality and stress among employees [12, 13]. Therefore, in Europe, the focus is not merely on availability but also on optimizing the utilization of extrinsic incentives to sustain motivation and fairness.

In the United States and across the Americas, extrinsic incentives such as merit pay, spot bonuses, and annual performance rewards are commonly used as strategic tools to attract and retain employees. According to [14], more than 90% of surveyed U.S. organizations offer at least one form of bonus or performance incentive, underscoring the wide availability of such rewards. However, studies reveal that utilization varies across sectors, with high-technology and financial industries adopting more sophisticated incentive schemes than public organizations [15]. Although the linkage between bonuses and employee performance is well

documented, concerns remain about overemphasis on short-term targets and the potential neglect of intrinsic motivators [14]. Hence, while availability is extensive in America, utilization tends to be context-specific and performance-driven.

Across Asia, extrinsic incentives remain central to employee motivation and retention strategies. Research in Malaysia and Indonesia demonstrates that financial rewards, promotions, and bonuses are not only available but also actively utilized to influence job satisfaction and retention [16]. For instance, a Malaysian study by [17] revealed that monetary incentives and promotional opportunities significantly improved employee performance in both public and private sectors. Similarly, a study in Indonesia found that leadership behavior positively affected the utilization of extrinsic motivation, which in turn enhanced job performance [18]. Nonetheless, cultural and organizational factors in Asian countries often mediate the extent to which these incentives are effectively utilized, with fairness and transparency emerging as major determinants of motivational success [16].

In the African context, the availability and utilization of extrinsic incentives vary widely across organizations. Many public and private institutions, including transport and aviation sectors, offer salaries, allowances, and performance bonuses to motivate staff. However, financial constraints and governance challenges often limit their effective implementation. [20], found that at the Ghana Airport Company Limited, incentive schemes exist but their utilization was constrained by budgetary shortfalls and inconsistent policy execution. Similar patterns have been observed in Kenyan and Nigerian public institutions where extrinsic incentives are available in policy but unevenly implemented [21]. This highlights that while availability is confirmed in many African workplaces, actual utilization is often hindered by institutional and administrative inefficiencies.

In Tanzania, the public sector, including the Tanzania Airports Authority (TAA), provides several forms of extrinsic incentives such as allowances, salary increments, and performance-based bonuses. However, empirical findings show that utilization remains inconsistent across regions and cadres. [22], found a positive but weak correlation between employee compensation and performance at TAA, suggesting that although incentives are available, their application is not uniform. Similarly, [23], noted that financial incentives in public organizations often fail to meet employee expectations due to limited budgets and lack of clear reward policies. Reports from the Tanzania Civil Aviation Authority (2023/24) confirm the existence of aviation allowances and acting bonuses, yet their implementation is subject to administrative discretion and resource constraints. Thus, at Iringa Airport and similar regional airports, the availability of extrinsic incentives is evident, but utilization is often inadequate and uneven across departments.

While studies across Europe, America, Asia, and Africa confirm the availability of extrinsic incentives and their

potential to improve job performance, limited empirical research exists that simultaneously measures both availability and actual utilization of such incentives within Tanzania's airport sector. Specifically, there is a lack of context-specific studies at regional airports like Iringa Airport that analyze how employees perceive, access, and benefit from existing incentive structures. Most Tanzanian studies have focused on broader public institutions rather than specialized sectors such as aviation, leaving a gap in understanding the alignment between incentive policies and real employee performance outcomes.

2.2 Incidence of Organizational Citizenship Behaviors (OCB)

Research in Europe shows OCB is a well-established and extensively studied workplace phenomenon: employees frequently perform discretionary, pro-social acts that go beyond formal role requirements (e.g., helping colleagues, volunteering for extra tasks), and these behaviors are linked to leadership, organizational justice and trust [24, 25]. European studies and recent reviews point out that the incidence of OCB varies by sector (public vs. private) and by national institutional context, with stronger OCB where procedural fairness and supportive supervision are perceived [26]. Meta-analytic evidence from related samples in Europe highlights robust positive associations between commitment, engagement and OCB, but also warns that measurement and dimensionality (helping, civic virtue, conscientiousness) influence reported incidence rates [27]. Thus, in Europe both the availability (opportunity) and incidence (reported frequency) of OCB are high in many settings, but shaped by organizational design and national culture.

In the United States and across the Americas, OCB has been widely documented across industries: seminal work establishing the construct originates in Anglo-American scholarship (Organ, 1988) and numerous meta-analyses and empirical studies show that employees' discretionary helping and civic behaviors are common antecedents and correlates of superior firm outcomes [28]. Large sample studies and sectoral research indicate that the incidence of OCB is strongly, associated with perceived organizational support, transformational leadership, and job satisfaction yet it can decline when reward systems over-emphasize short-term, individual performance targets [28]. In short, OCB incidence in America is substantial but sensitive to managerial signals (recognition, fairness) and to incentive structures that may crowd out discretionary cooperation.

Asian research documents consistent incidence of OCB across diverse settings (manufacturing, education, healthcare), but cultural norms (collectivism, power distance) and leadership style mediate expressions of citizenship. Empirical studies from China, Indonesia and Malaysia show high reported levels of helping and organizational loyalty when leaders are perceived as ethical and when employees feel respected and secure [26, 29]. Meta-analytic and review studies also note that affiliative (helping) and change-oriented

OCBs may be driven by different antecedents in Asian workplaces, e.g., relational obligations and in-group norms often support frequent discretionary behaviours that benefit colleagues and the organization [26]. Consequently, incidence in Asia tends to be high, but the form and motivation for OCB often reflect cultural and organizational contingencies.

African studies though fewer in number than those from Western contexts consistently report the presence of OCB across sectors (education, health, public service), yet emphasize institutional constraints that shape incidence (resource scarcity, governance issues, and unequal HR practices). Study in Ghana, Nigeria and Kenya finds that employees still frequently perform voluntary, pro-social acts (e.g., helping colleagues, taking on extra duties), but that incidence is highly sensitive to perceived fairness, leadership support, and job security [30, 31]. Several African studies also show that OCB can be both a response to strong social ties (encouraging helping) and a compensatory behavior where formal systems fail to provide expected support producing mixed patterns in measured incidence across organizations.

Tanzanian study on OCB although more limited indicates meaningful incidence in hospitality, public service and education sectors, with procedural justice, competency development and perceived managerial fairness identified as important antecedents of citizenship behaviors. For example, [32], found that competency development practices and perceived procedural justice predicted hotel employees' OCB, while studies of public organizations in Tanzania report that when employees perceive fair treatment and opportunities for development they are more likely to help colleagues and engage in extra-role behaviors [23, 32]. Nonetheless, incidence measurement in Tanzanian studies often relies on self-report cross-sectional surveys and is concentrated in a few sectors, leaving the broader picture (e.g., aviation, regional public institutions) under-documented.

Although OCB is a robust and widely observed phenomenon across continents, there is a clear gap in sector-specific, multi-method quantification of OCB incidence at regional public service sites in Tanzania (for example, regional airports). Existing Tanzanian studies focus mainly on hospitality, education and general public organizations and often use cross-sectional self-reports; there is limited evidence combining objective performance indicators, supervisor ratings, and longitudinal measurement to capture real incidence, causes, and consequences of OCB in specialized public institutions such as airports. Addressing this gap would clarify how OCB operates under resource constraints and governance dynamics unique to Tanzanian aviation contexts.

3.0 Methodology

3.1 Research Design

This study adopted a qualitative research design to explore the motivational role of extrinsic incentives in shaping employees' job performance at Iringa Airport. The qualitative approach was chosen because it allows for an in-depth

understanding of how employees perceive, interpret, and respond to various forms of extrinsic rewards such as salaries, bonuses, allowances, recognition, and promotions. This design enabled the researcher to capture rich, descriptive data that reflects the lived experiences and subjective meanings that employees attach to extrinsic incentives and their impact on motivation and job performance.

3.2 Study Area

The study was conducted at Iringa Airport, located in the Iringa Region of Tanzania. The airport was selected as a case study due to its operational complexity and diversity of employees working in administrative, technical, and support roles. Iringa Airport also represents a growing regional aviation facility where employee motivation is critical for ensuring service quality, operational efficiency, and safety standards.

3.3 Target Population

The target population included all categories of employees working at Iringa Airport—namely, management staff, technical officers, administrative employees, and ground operations personnel. These groups were selected because they are directly influenced by extrinsic incentives and contribute significantly to the airport's overall performance outcomes.

3.4 Sample Size and Sampling Technique

A total of 59 participants were purposefully selected for this study. The purposive sampling technique was employed to ensure that participants had relevant experience and knowledge about the airport's incentive structure and its motivational effects. The sample comprised 12 management and supervisory staff, 17 administrative and support personnel, and 30 operational employees. The use of purposive sampling was appropriate for obtaining in-depth, information-rich data from individuals most familiar with the research topic.

3.5 Data Collection Methods

Data were collected through semi-structured interviews and focus group discussions (FGDs). Semi-structured interviews were conducted with management and supervisory staff to explore how extrinsic incentive systems are designed, implemented, and perceived to influence employee motivation and performance. Focus group discussions were organized with administrative and operational employees to gather collective views on the effectiveness, fairness, and motivational impact of various extrinsic incentives at the airport. The use of these methods enabled triangulation and ensured comprehensive insights into both managerial intentions and employee experiences.

3.6 Data Analysis

Data were analyzed using thematic analysis. Interview and FGD transcripts were coded and categorized into themes such as perceived fairness of incentives, motivational outcomes, job satisfaction, commitment, and performance improvement. The

analysis followed [33], six-step framework for thematic analysis, which includes familiarization with data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. This process allowed systematic interpretation of the data in line with the study's objectives.

4.0 Result and Discussion

This chapter presents the findings and interpretation of data on the influence of extrinsic incentives on employees' job performance at Nduli Airport, Iringa. It examines how different types of extrinsic incentives monetary, non-monetary material, and symbolic or recognition-based rewards affect employees' task performance and contextual performance. Furthermore, the chapter explores how the design and implementation of extrinsic incentive systems relate to organizational citizenship behaviors, including helping behavior, compliance with organizational rules, and civic virtue. Data were collected through semi-structured interviews and focus group discussions with management, administrative, and operational staff, capturing employees' perceptions, experiences, and attitudes toward extrinsic incentives. The discussion links the findings to relevant theories of motivation and performance, as well as empirical studies conducted in Africa, Europe, America, and Asia, highlighting similarities and contextual differences. By integrating descriptive insights with interpretative analysis, this chapter provides a nuanced understanding of how extrinsic incentives motivate employees, shape performance behaviors, and contribute to organizational outcomes. The analysis also identifies gaps and practical implications, offering guidance for management and policymakers to enhance employee motivation and performance at the airport.

4.1 Availability and Utilization of Extrinsic Incentives

The study explored the availability and utilization of extrinsic incentives among employees at Nduli Airport, focusing on three key sub-indicators: monetary incentives, non-monetary material incentives, and symbolic and recognition incentives. Findings revealed how employees perceived and experienced financial rewards such as performance-based bonuses and overtime pay, the accessibility and attractiveness of tangible benefits like health allowances and transportation support, and the prevalence and meaningfulness of recognition initiatives, including certificates, public praise, and promotion opportunities. These aspects were examined to understand their role in motivating employees and enhancing their task performance within the airport setting.

4.1.1 Monetary Incentives

As presented in table 1, the study explored employees' perceptions of monetary incentives and their influence on task performance at Iringa Airport. Findings revealed varying levels of satisfaction with financial rewards among respondents. Out of the 59 participants, 22 employees reported high satisfaction, citing that performance-based bonuses,

annual increments, commissions, and overtime pay significantly motivated them to improve their work output. One respondent explained,

"...Whenever I receive my performance bonus, I feel recognized and encouraged to complete my tasks efficiently and on time. It motivates me to go the extra mile, especially during peak operational periods..."

Another noted,

"...The annual increment shows that the organization values our contribution; it gives me a sense of financial security and motivates me to maintain consistent performance..."

Meanwhile, 25 participants expressed moderate satisfaction, acknowledging the presence of monetary incentives but suggesting that the amounts or frequency were sometimes insufficient or delayed. A participant remarked,

"...I appreciate the bonuses, but they are not consistent or enough to cover extra efforts. It encourages me somewhat, but I wish the system could be more transparent and regular..."

Others indicated that while incentives existed, the distribution was not always perceived as fair, which occasionally reduced motivation.

In contrast, 12 respondents reported low satisfaction, highlighting limited or inadequate financial rewards. One employee stated,

"...Sometimes we work extra hours or handle critical tasks, yet the compensation does not reflect the effort. This makes it difficult to stay fully motivated..."

Another participant added,

"...The commissions and overtime pay are not enough compared to the workload; it feels like the incentives are just symbolic rather than meaningful..."

These insights suggested that while monetary incentives had the potential to enhance task performance, their effectiveness depended on sufficiency, fairness, and timely delivery, which directly influenced employees' motivation and engagement.

These findings aligned with prior research by [34], who observed that monetary incentives can significantly enhance employee performance when they are perceived as fair, sufficient, and delivered on time. [18], noted that employees respond positively to well-structured financial rewards, which increase motivation and encourage goal-directed behaviors. Similarly, [34] highlighted that the effectiveness of monetary incentives depends not only on the size of the reward but also on transparency, equity, and timely distribution, as delays or perceived unfairness can diminish motivational impact. The respondents in this study echoed these observations,

Table 1: Showing the availability and utilization of extrinsic incentives

indicating that performance-based bonuses, annual increments, and overtime pay motivated them to work more efficiently, but inconsistencies in delivery or perceived

insufficiency occasionally reduced their enthusiasm. These insights suggest that monetary incentives remain a critical driver of task performance, yet their success is contingent upon thoughtful design and consistent implementation, reflecting patterns identified in broader organizational behavior literature.

Sub-Indicator	Response Category	Frequency (n)
1. Monetary Incentives: The presence and perceived value of financial rewards	High Satisfaction	22
	Moderate Satisfaction	25
	Low Satisfaction	12
2. Non-Monetary Material Incentives: The availability and attractiveness of tangible, non-cash rewards	Highly Available	18
	Moderately Available	28
	Not Available	13
3. Symbolic & Recognition Incentives: The prevalence and meaningfulness of non-material rewards	Frequently Recognized	15
	Occasionally Recognized	30
	Rarely or Never Recognized	14

Source: Field Data (2025)

4.1.2 Non-Monetary Material Incentives

As presented in table 1, the study investigated the availability and perceived value of non-monetary material incentives among employees at Iringa Airport, focusing on tangible, non-cash rewards such as health benefits, company housing, transportation allowances, and meal vouchers. Out of the 59 respondents, 18 employees reported that these incentives were highly available and beneficial, emphasizing that such benefits greatly supported their welfare and motivated performance. One participant noted, "...Having access to health insurance for I and my family gives me peace

of mind. I can focus on my work knowing that any medical emergencies are covered..."

Another remarked,

"...The transportation allowance is very helpful, especially for those of us commuting long distances. It reduces stress and ensures we arrive at work on time, which positively affects my daily performance..."

Meanwhile, 28 respondents indicated that these non-monetary incentives were moderately available. They acknowledged the presence of certain benefits but reported inconsistencies or limitations in accessibility and coverage. A participant explained,

"...We do receive some meal vouchers and transportation support, but they are not always enough to

cover the full need. Sometimes the allocation feels unequal among staff, which can be demotivating...

Others mentioned delays in provision or insufficient quantity, suggesting that the incentives, while appreciated, did not fully meet employees' expectations.

Conversely, 13 employees reported that non-monetary material incentives were largely unavailable or inadequate, expressing dissatisfaction with the limited support. One respondent stated,

"...We rarely receive allowances for transportation or meals, and company housing is not accessible to most of us. It feels like our extra effort is not fully recognized..."

Another added,

"...These benefits exist on paper, but in practice, many employees never see them. This makes it difficult to stay motivated, especially when workload increases..."

These findings suggested that the effectiveness of non-monetary material incentives in motivating employees depended not only on their availability but also on fairness, consistency, and practical accessibility, which in turn directly influenced employees' engagement, job satisfaction, and overall performance. This aligns with prior research by [34], who observed that non-cash incentives such as health benefits, transportation allowances, meal vouchers, and housing support positively affect employee motivation and performance when implemented equitably and consistently. [34], emphasized that employees value tangible benefits not only for the material support they provide but also for the sense of recognition and security that accompanies them, which enhances commitment and engagement. Similarly, [28], highlighted that irregular provision or perceived inequities in non-monetary incentives can diminish their motivational impact, reducing overall job satisfaction. Respondents in this study confirmed these patterns, indicating that benefits like meal allowances, transportation support, and health coverage encouraged their commitment and efficiency, but inconsistencies or limited access occasionally hindered their full potential. These insights reinforce the importance of structured, fair, and consistently applied non-monetary incentives in strengthening employee motivation and enhancing overall organizational performance.

4.1.3 Symbolic & Recognition Incentives

The study examined the prevalence and meaningfulness of symbolic and recognition incentives among employees at Iringa Airport, focusing on non-material rewards such as Employee of the Month awards, certificates of appreciation, public praise, and promotion opportunities. As presented in table 1, out of the 59 respondents, 15 employees reported that they were frequently recognized, expressing that acknowledgment of their efforts positively motivated them and enhanced their job performance. One participant remarked,

"...Being awarded Employee of the Month makes me feel valued and proud of my work. It pushes me to maintain high standards and even take initiative beyond my daily tasks..."

Another stated,

"...When my supervisor publicly praises my performance during meetings, it encourages me to continue performing well and motivates my colleagues as well..."

Meanwhile, 30 respondents indicated that recognition was only occasional, noting that although symbolic rewards existed, they were not consistently distributed or visible. A participant explained,

"...Sometimes we get certificates or appreciation messages, but it feels irregular. Some employees receive recognition more frequently than others, which can feel unfair..."

Another added,

"...Public praise happens occasionally, but it is not tied to significant contributions, so it does not fully motivate me to go the extra mile..."

Conversely, 14 employees reported that recognition was rare or never provided, expressing dissatisfaction with the lack of acknowledgment for their efforts. One respondent stated,

"...I rarely receive any form of appreciation, even when handling extra duties or working overtime. It feels like our hard work goes unnoticed..."

Another noted,

"...Promotion opportunities and awards seem reserved for a few people, making it difficult to stay motivated when we consistently perform well..."

These findings suggested that symbolic and recognition incentives could enhance employee motivation and performance when implemented fairly, frequently, and meaningfully. This aligns with research by [17], who observed that non-monetary recognition, such as awards, public praise, and promotion opportunities, strengthens employees' sense of value and commitment. Respondents in this study noted that recognition through certificates, praise, or Employee of the Month awards encouraged them to maintain high performance and engage proactively, but inconsistent or infrequent acknowledgment limited its impact. These insights underscore the importance of structured, transparent recognition systems to maximize the motivational potential of symbolic incentives in the workplace.

4.2 Incidence of Organizational Citizenship Behaviors (OCB)

The study examined the incidence of Organizational Citizenship Behaviors (OCB) among employees at Nduli Airport, focusing on three key sub-indicators: helping behavior, organizational compliance, and civic virtue. Findings revealed how employees voluntarily assisted colleagues, adhered to organizational rules even without supervision, and actively participated in initiatives that enhanced the airport's image and governance. These behaviors were assessed to understand the extent to which extrinsic incentives influenced employees' willingness to go beyond formal job requirements, contributing to a positive work environment and overall organizational performance.

4.2.1 Helping Behavior

The study explored employees' engagement in helping behavior, defined as voluntary actions such as assisting overwhelmed colleagues, orienting new employees, and sharing job knowledge without being asked, at Iringa Airport. Findings as represented in table 2, indicated that 21 respondents reported frequently engaging in helping behavior, emphasizing that a supportive work environment and recognition of efforts motivated them to assist colleagues. One participant noted,

"...Whenever I see a colleague struggling with a task, I step in to help without being asked. It feels good to share my experience and ensure the team meets deadlines efficiently..."

Another stated,

"...I make it a point to guide new staff and show them the procedures, even though it is not required. It helps them settle in quickly and reduces errors in our operations..."

Meanwhile, 28 employees reported occasional helping behavior, indicating that while they assisted colleagues from time to time, their involvement was limited by workload pressures or perceived lack of incentives. A respondent explained,

"...I try to help when I have extra time, but sometimes my own tasks are overwhelming. I would help more consistently if I felt the effort was recognized or rewarded..."

Another added,

"...I provide guidance to new staff occasionally, but it depends on my schedule and workload that day. There isn't always encouragement for doing this extra work..."

In contrast, 10 participants reported rarely engaging in helping behavior, citing reasons such as high work pressure, lack of motivation, or minimal recognition for voluntary contributions. One employee remarked,

"...I rarely help others because I am focused on completing my own tasks. There is no incentive for going beyond my duties, so I prioritize my responsibilities..."

Another noted,

"...Even when I have the knowledge to assist, I hesitate because extra effort is not acknowledged or rewarded, and sometimes it creates more workload for me..."

These findings suggested that employees' engagement in helping behavior positively influenced organizational performance, particularly when voluntary assistance and knowledge sharing were recognized and valued. This aligns with prior research by Organ (1988) and Podsakoff et al. (2000), who noted that helping behavior, a core dimension of organizational citizenship, enhances team effectiveness and overall productivity. Respondents in this study reported that frequently assisting colleagues, orienting new staff, and sharing job knowledge fostered collaboration and reduced errors, while occasional or infrequent helping limited these benefits. These insights underscore the importance of creating a supportive environment and implementing incentive mechanisms that encourage voluntary cooperation to strengthen organizational outcomes.

Table 2: Showing incidence of organizational citizenship behaviors

Key Indicator	Sub-Indicator	Response Category	Frequency (n)
Incidence of Organizational Citizenship Behaviors (OCB)	1. Helping Behavior	Frequently	21
		Occasionally	28
		Rarely	10
	2. Organizational Compliance	Always Compliant	23
		Sometimes Compliant	27
		Rarely Compliant	9
	3. Civic Virtue:	Highly Active	19
		Moderately Active	29
		Inactive	11

Source: Field Data

4.2.2 Organizational Compliance

The study investigated organizational compliance among employees at Iringa Airport, focusing on adherence to rules and procedures even when not monitored, including punctuality, conserving resources, and maintaining a neat work area. Findings as represented in table 2, revealed that 23 respondents reported being always compliant, demonstrating

consistent adherence to organizational standards. One participant stated,

"...I ensure that I follow all procedures and maintain my work area neatly, even when no supervisor is present. I believe this reflects my professionalism and commitment to the airport's standards..."

Another remarked,

"...Punctuality is important for smooth operations, so I always arrive on time and follow all protocols carefully. It motivates others to do the same and maintains a sense of discipline..."

Meanwhile, 27 employees reported sometimes complying with organizational rules, indicating that while they generally followed procedures, lapses occurred due to workload pressure or occasional oversight. A participant explained,

"...I try to adhere to rules and conserve resources, but sometimes when work is heavy, I focus on completing tasks quickly rather than following every procedure to the letter..."

Another added,

"...I maintain a clean workspace most of the time, but occasionally I get delayed due to operational demands or multitasking..."

Conversely, 9 respondents reported rarely complying, citing reasons such as lack of supervision, insufficient motivation, or perceived leniency in enforcement. One employee remarked,

"...When supervisors are not around, it is easy to overlook certain rules, especially minor procedures like record-keeping or resource conservation. There isn't much consequence, so compliance can be inconsistent..."

Another noted,

"...Sometimes I focus more on completing tasks than following every guideline strictly because it feels like the system does not reward strict adherence..."

These findings suggested that employees' adherence to organizational rules and procedures, even when not monitored, played a crucial role in maintaining workplace discipline and operational efficiency. This aligns with prior research by [31], who highlighted organizational compliance as a key dimension of organizational citizenship behavior that supports smooth functioning and reduces supervisory burden. Respondents in this study reported that consistent punctuality, resource conservation, and maintenance of neat work areas enhanced overall performance, while occasional or rare compliance negatively affected workflow and team cohesion. These insights underscore the importance of fostering a culture of accountability and implementing incentives that reinforce rule adherence to strengthen organizational performance.

4.2.3 Civic Virtue

The study explored employees' engagement in civic virtue at Iringa Airport, focusing on their willingness to participate actively in organizational governance, such as attending voluntary meetings, contributing to improvement committees, and expressing concern for the airport's overall image. Findings as presented in table 2, revealed that 19 respondents reported being highly active, demonstrating consistent participation in governance-related activities. One participant explained,

"...I always attend voluntary meetings and contribute ideas to committees because I feel it is my responsibility to improve airport operations. Being involved gives me a sense of ownership and pride in my work..."

Another respondent stated,

"...Whenever there is an initiative to enhance workplace safety or service quality, I make it a point to contribute actively. It reflects my commitment to the organization and encourages my colleagues to participate as well..."

Meanwhile, 29 employees indicated moderate activity, participating occasionally in governance and improvement initiatives depending on workload and personal motivation. A participant remarked,

"...I attend meetings and provide suggestions when I can, but sometimes heavy workloads or conflicting responsibilities prevent me from being consistently involved..."

Another added,

"...I contribute ideas occasionally, but I feel that not all suggestions are implemented, which sometimes reduces my motivation to participate regularly..."

In contrast, 11 respondents reported being inactive, showing minimal or no participation in organizational governance. One employee stated,

"...I rarely attend voluntary meetings because I feel my input will not make a difference. I focus on my assigned duties instead..."

Another noted,

"...There are committees and initiatives, but I do not participate since there is no recognition or reward for involvement. It feels like extra work with no personal benefit..."

These findings suggested that employees' engagement in civic virtue, including participation in voluntary meetings, improvement committees, and initiatives to enhance the airport's image, contributed positively to organizational effectiveness. This aligns with research by [30] and [27], who identified civic virtue as a critical dimension of organizational citizenship behavior that reflects employees' sense of responsibility and commitment to the organization.

Respondents in this study reported that highly active participation fostered collaboration, innovation, and a positive workplace culture, whereas moderate or inactive engagement limited these benefits. These insights highlight the importance of cultivating a supportive environment and recognition mechanisms that encourage active involvement in organizational governance to strengthen overall performance.

5.0 Conclusion and Recommendations

5.1 Conclusion

This study explored the influence of extrinsic incentives on employees' job performance at Iringa Airport, focusing on monetary, non-monetary, and symbolic incentives, as well as their relationship with organizational citizenship behaviors such as helping behavior, compliance, and civic virtue. The findings revealed that while various incentives were provided, their effectiveness depended largely on fairness, consistency, and perceived value. Monetary incentives like bonuses and salary increments motivated employees when delivered transparently, but delays and favoritism weakened their impact. Non-monetary benefits such as health insurance and housing support were moderately available but inconsistently applied, reducing satisfaction and retention. Symbolic incentives, including recognition awards and promotions, effectively enhanced morale and loyalty when offered fairly and frequently. Overall, extrinsic incentives were found to significantly enhance motivation and performance, but their full potential required transparent, fair, and inclusive management practices that align employee needs with organizational goals.

5.2 Recommendations

The airport management should ensure that financial rewards such as performance-based bonuses, overtime pay, and annual increments are delivered timely, equitably, and transparently. Establishing clear performance appraisal criteria linked to measurable outcomes will increase employees' trust and motivation.

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