

Effect of motivation strategies on employee performance: A comparative analysis between Vodacom flagship stores and franchise stores in Dar es Salaam

Ntugwa Jidayi¹, Elizabeth Landa²

¹ Department of Administrative Studies, Mzumbe University, Dar es Salaam, Tanzania

² Department of Administrative Studies, Mzumbe University, Dar es Salaam, Tanzania

¹njidayi@gmail.com ²elanda@mzumbe.ac.tz

Abstract

The 21st century business environment with its rapid technological progress requires motivated employees to achieve organizational performance targets. The research investigated motivation strategies' impact on employee performance by studying Vodacom's flagship stores and franchise stores located in Dar es Salaam. The research used Self-Determination Theory and Expectancy Theory to study how intrinsic motivations (job satisfaction, autonomy, recognition, and career growth) and extrinsic motivations (salary, job security, and work-life balance) affect employee outcomes. The research focused on 135 employees who worked at seven Vodacom retail locations with three flagship stores and four franchise stores. The research design used stratified random sampling for frontline staff and purposive sampling for managerial participants. The research collected quantitative data from 54 employees through questionnaires and gathered qualitative information through interviews with 42 participants. The statistical analysis using regression and ANOVA methods demonstrated that both intrinsic and extrinsic elements strongly affected employee performance levels. The employees working at flagship stores demonstrated higher job satisfaction and engagement because of their better career development prospects and formal incentive systems. The performance data from six months revealed that flagship stores generated superior sales figures, maintained better employee attendance rates, and satisfied customers than franchise outlets. The research establishes that organizations must develop specific motivation approaches to enhance employee productivity. The structured internal programs at flagship stores generate better results but franchise stores need improved support for compensation and recognition and development opportunities. The practical recommendations from the study can help improve employee motivation and performance at Vodacom, and could be useful for the wider telecommunications sector.

Keywords: Employee Performance₁, Extrinsic Motivation₂, Flagship Stores₃, Franchise Stores₄, Intrinsic Motivation₅

1 Introduction

In the rapidly evolving business environment, organizations need to grasp the factors that fuel employee motivation in order to stay competitive and foster long-term business resilience. Innovation in technology, competition in the market, and a flexible workforce determine the operations and performance of businesses

(Muze, 2014). Motivation is being increasingly acknowledged as an essential factor in determining employee performance and organization as a whole, especially in industries such as telecommunications, where competition is intense and customer demands are always changing.

The growth of Tanzania's telecom sector, especially after it was deregulated through full liberalization that took place in 2005, has played a significant milestone in the country economic progress (Okinda, 2024; Loth, 2019). Vodacom Tanzania, a branch of the South African Vodacom Group, started operations in Tanzania in the year 2000 and has become a key player in delivering top-notch mobile voice, data, and financial services (Kweka & Sedoyeka, 2014; Okinda, 2024). The company's ability to meet customer demands is heavily dependent on its retail network, which includes flagship and franchise stores (Kanire, 2020). Nevertheless, handling employee motivation in these diverse retail environments poses challenges and possibilities (Muze, 2014; Kweka & Sedoyeka, 2014). Flagship stores in urban areas embody Vodacom's brand image, while franchise stores operate independently within Vodacom's guidelines.

Vodacom Tanzania's retail structure, which includes flagship stores overseen by the company and franchise stores run by independent contractors using Vodacom's brand, provides a chance to explore how varying work settings influence employee drive and productivity (Muze, 2014; Loth, 2019). Franchise stores are run independently under a contract, adhering to Vodacom's guidelines, whereas flagship stores are owned and managed entirely by the company. These stores target the same customers and are supposed to provide reliable customer service, but their operational variations generate different dynamics that affect employee motivation (Muze, 2014).

The importance of motivation in influencing employee satisfaction, engagement, and productivity has been extensively studied in different sectors. Studies indicate that employees who are driven tend to show increased levels of performance, improved job satisfaction, and prolonged tenure with their employers (Varma, 2017; Muthivhi et al., 2022). It is crucial to comprehend the factors that maintain employee motivation in the competitive telecommunications industry. According Muthivhi et al. (2022), empowerment, recognition, and career growth opportunities are crucial factors that affect employee performance. Maintaining motivation within flagship and franchise models is vital for consistent performance outcomes for companies such as Vodacom, as they constantly adjust to new technologies and market pressures (Robbins & Judge, 2018).

Despite Vodacom Tanzania extensive efforts to remain competitive and maintain a robust service network, a gap in motivation strategies between its flagship and franchise stores has emerged. The study found that 67% of employees in franchise stores felt less connected to the company's values, compared to 48% in flagship stores. Similarly, 59% of franchise store employees expressed dissatisfaction with career growth opportunities, while only 31% of employees in flagship stores shared the same sentiment. Perceptions of financial rewards and recognition also differed significantly, with 72% of franchise employees feeling inadequately compensated, compared to 45% in flagship stores. These disparities highlight how varying motivational factors in different store environments can influence job satisfaction and employee performance (Aruna, 2018; Muthivhi et al. 2022).

This research aimed to close the divide between flagship and franchise stores by exploring the effects of various motivational strategies on employee performance, with a specific focus on a comparison between Vodacom flagship and franchise stores in Dar es Salaam. The precise goals consist of pinpointing the key inherent intrinsic and extrinsic strategies impact employee performance, and compared the average sales performance, customer satisfaction scores and employees' attendance in Vodacom's flagship stores versus franchise stores in Dar es Salaam over a six-month period to reveal the effect of motivation strategies in employee performance (Stringer et al., 2011; Turner, 2017). The study aims to give useful suggestions to

improve employee motivation and performance in both models, with a particular emphasis on aspects like job satisfaction, financial incentives, career advancement opportunities, work environment, and recognition (Muze, 2014). The ultimate goal is to assist Vodacom Tanzania in enhancing its motivation tactics for flagship, franchise stores, and other telecommunications companies with retail operations in Tanzania and Africa.

This study addresses this gap by examining the role of motivational strategies in shaping employee performance across Vodacom's dual retail structure in Dar es Salaam. The fundamental goals of this study are to (i) analyze and compare how intrinsic motivation like job satisfaction, autonomy, recognition, career growth opportunity and personal development opportunities affect employee performance in both Vodacom flagship stores and franchise stores, (ii) analyze and compare how extrinsic motivation like salary, job security, and work-life balance affect employee performance in both Vodacom flagship stores and franchise stores and (iii) compare the average sales performance, customer satisfaction scores and employees' attendance in Vodacom's flagship stores versus franchise stores in Dar es Salaam over a six-month period.

2 Literature Review

2.1 Theoretical Review

2.1.1 Self-Determination (STD) Theory

In an attempt to theorize the research problem, the self-determination theory was harnessed to guide the study findings. According to the Self-Determination (STD) theory, intrinsic motivation is mainly driven by meeting three fundamental psychological needs: autonomy, competence, and relatedness (Deci et al., 2017). These desires set apart intrinsic motivation from extrinsic motivation. SDT states that meeting these psychological needs leads to increased employee engagement, resulting in enhanced well-being and performance (Deci et al., 2017). Autonomy pertains to individuals requiring a sense of control over their actions and choices. Competence is feeling capable of achieving goals efficiently, while relatedness is feeling connected to others and experiencing a sense of belonging and mutual respect. Practically speaking, this theory proposes that organizations can increase employee motivation by offering flexible work schedules, encouraging ongoing learning opportunities, and promoting a supportive team environment.

SDT is especially beneficial in grasping and improving employee motivation in Vodacom's flagship and franchise stores. It highlights the impact of various management strategies on meeting or impeding employees' psychological needs, thus influencing their performance (Deci et al., 2017; Jian et al., 2010; Guo, 2023; Olafsen & Deci, 2020). Showing that meeting these needs can enhance job satisfaction and employee performance, SDT is a valuable tool for finding motivational strategies to improve employee performance in different organizational settings. Nonetheless, SDT does come with certain restrictions. A major disadvantage is its cultural diversity, as the theory is based on Western psychological principles that may not be relevant in all cultures particularly in developing countries like Tanzania (Guo, 2023). Moreover, evaluating internal drive and mental requirements can pose difficulties and subjectivity, ultimately complicating research and practical application (Howard et al., 2017). Moreover, despite its emphasis on internal psychological needs, SDT may fail to consider external factors such as economic conditions, organizational policies, and market dynamics, which are also important. Overall, SDT presents a comprehensive approach to understanding and enhancing employee motivation in the workplace, with significant implications for organizational practices and future research.

2.1.2 Expectancy Theory

The expectancy theory proposed by Vroom in 1964, suggests that employee motivation is determined by their perceptions of effort-performance connections and expected rewards (Van Eerde & Thierry, 1996; Malini & Washington, 2014). This theory supports the Self-Determination Theory (SDT) by concentrating on internal motivation and incorporating external motivation (Gunasekare, 2016; Jian et al., 2010). SDT highlights the significance of meeting the fundamental psychological needs of autonomy, competence, and relatedness to boost motivation and performance in organizational contexts (Jian et al., 2010). Expectancy Theory emphasizes the significance of valued rewards and effort-performance expectations in understanding work motivation, as stated by Malini & Washington (2014), while SDT stresses intrinsic motivation and self-regulation, according to Gunasekare (2016). Jointly, these theories offer a thorough structure for comprehending and improving employee motivation in different work settings.

Expectancy theory emphasizes the significance of clear communication, achievable goals, and appealing rewards in motivating employees (Muze, 2014; Furlich & Ph, 2016). While the study by Stringer et al. (2011) posits that intrinsic motivation positively correlates with pay and job satisfaction, extrinsic motivation is negatively associated with job satisfaction. This disparity is especially important in Vodacom Tanzania's flagship and franchise stores, where different mixed approaches for motivating employees are deemed necessary. In flagship stores, motivation can be bolstered by creating structured and transparent reward systems, such as clear paths for promotion and performance-based bonuses. Conversely, in franchise stores, it's essential to effectively communicate how performance evaluations and reward systems function, ensuring employees understand how their hard work will be acknowledged.

Expectancy Theory, while widely used in organizations to motivate employees through reward systems, has several limitations. It often prioritizes material rewards and measurable outcomes, overlooking emotional and social factors (Fang, 2023). The theory assumes rational decision-making, which may not fully capture the complexities of human behavior (Furlich & Ph., 2016). It also fails to account for individual differences in motivation and the subjective nature of expectancy, instrumentality, and valence perceptions (Mathibe, 2008). Measuring these components can be challenging, as they vary among individuals (Lăzăroiu, 2015). Additionally, the theory's scope is limited and may not be suitable for all employees or performance types that are difficult to quantify (Fang, 2023). Despite these limitations, Expectancy Theory remains a valuable tool for understanding employee motivation when combined with other approaches, potentially leading to improved performance and satisfaction in organizational settings (Furlich & Ph., 2016; Lăzăroiu, 2015). Self-determination and expectancy theories collectively underscore the need for a balance between intrinsic and extrinsic factors in motivation, suggesting that satisfying intrinsic or extrinsic factor alone is insufficient for motivating workers.

2.2 Empirical Review

Empirical studies from global, African, and Tanzanian contexts highlight the significant influence of motivation on employee performance across various sectors. This supports the focus of this study, which seeks to assess how intrinsic and extrinsic motivation affect employee performance in Vodacom flagship and franchise stores in Dar es Salaam.

Globally, research has shown a strong link between intrinsic motivation and enhanced job performance. Studies by Kalogiannidis (2021) and Van den Broeck et al. (2021) emphasize that when employees experience autonomy, competence, and relatedness in the workplace, they tend to report higher levels of satisfaction and improved performance. These findings reflect the first objective of this study, which is to analyse and compare how intrinsic motivational factors such as job satisfaction, autonomy, recognition, and personal growth influence performance. Similarly, Fahriana and Sopiah (2022), Abun et al. (2021), and

Pandya (2024) found that self-efficacy, appreciation, and regular positive reinforcement play an important role in improving employee engagement and outcomes. These studies collectively highlight the importance of focusing on internal motivators to sustain employee productivity.

In the African context, several studies have explored how external motivators contribute to performance outcomes. Saxby (2024) reports that job security, non-financial incentives, and clear career development pathways significantly impact employee productivity, especially in industrial settings such as mining. This supports the second objective of this study, which examines how extrinsic motivators, including salary, job security, and work-life balance, influence employee performance across Vodacom store models. Bhat and Patni (2023) discuss the importance of recognition, constructive feedback, and balancing professional and personal demands as critical strategies for motivating employees. Their findings suggest that financial incentives alone are not sufficient and must be complemented by supportive work environments. Additional studies by Hussein (2024) and Leseiyo & Ngui (2019) confirm the importance of combining internal motivators such as professional development with external rewards like competitive remuneration to achieve high levels of employee performance.

Within the Tanzanian context, empirical research has addressed both motivation and performance, particularly in the telecommunications and public sectors. Muze (2018), in a study of Vodacom Tanzania, identified a positive work environment, recognition, and opportunities for skill development as central to motivating employees. This directly relates to this study's focus on intrinsic motivation in Vodacom's flagship and franchise outlets. Likewise, Mosha and Rwabishugi (2021), in their research on civil servants, emphasized the role of recognition, performance-based rewards, and supportive work culture in improving job outcomes. These findings provide useful insights for applying similar strategies within the retail structures of Vodacom stores in Dar es Salaam.

2.3 Conceptual Framework

A conceptual framework model, as described by Adom, Hussein, & Adu-Agyem, (2018), illustrates the connections between independent and dependent variables in a research project. It offers a clear comprehension of how various variables intertwine to impact results. This study examined how motivational strategies influence employee performance with a particular emphasis on a comparison between Vodacom flagship and franchise stores in Dar es Salaam, providing a guide to understand and assess these relationships. The conceptual framework for the study shows how intrinsic and extrinsic motivation strategies impact employee performance (Deci, Olafsen, & Ryan, 2017). Based on Self-Determination Theory (SDT) and Expectancy Theory, this emphasizes the equal significance of basic needs like pay and job stability as well as acknowledgment and chances for career growth to enhance employee performance (Deci & Ryan, 2000; Vroom, 1964). Leadership that provides support and promotes positivity in the workplace meets employees' psychological needs for autonomy, competence, and relatedness, resulting in increased commitment and productivity (Olafsen & Deci, 2020; Guo, 2023; Jian et al., 2010; Pandya, 2024). This model helps companies apply successful management techniques that encourage motivation and enhance employee productivity.

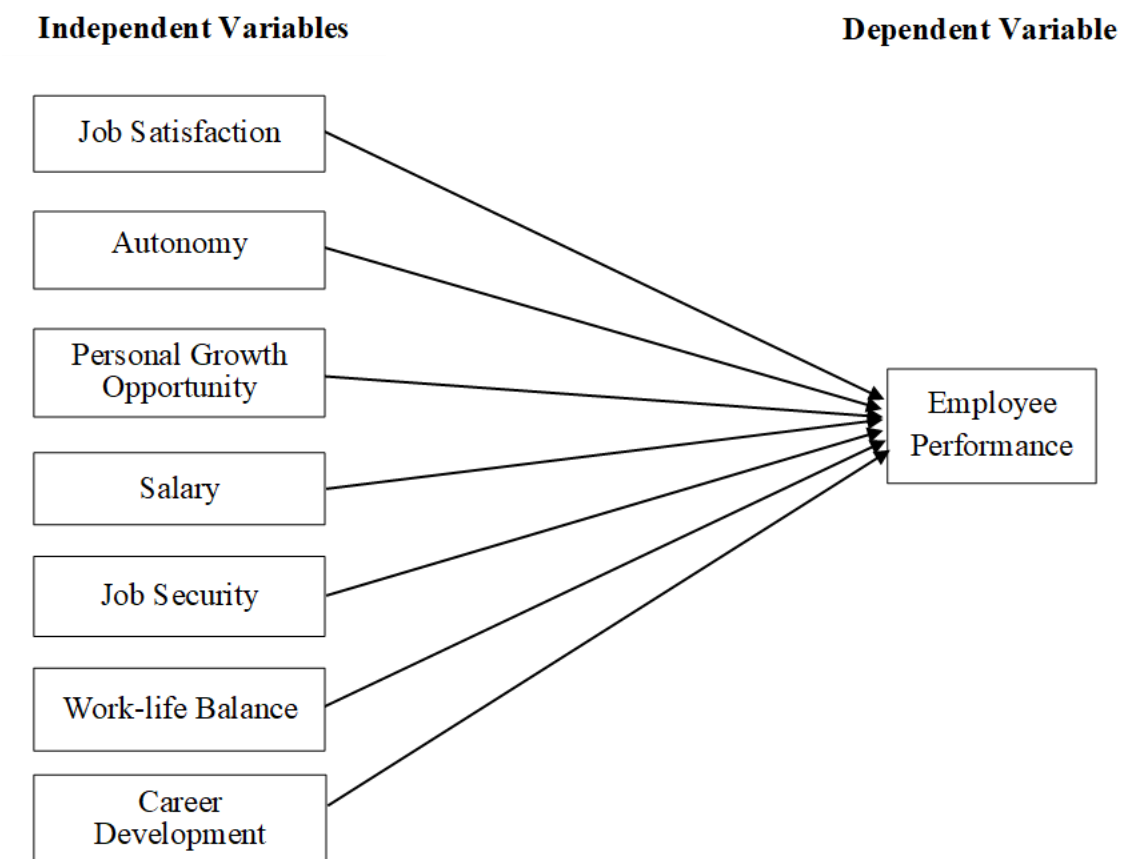


Figure 1.1: Conceptual Framework Model

3 Research Methodology

3.1 Research Design

The research employed a comparative cross-sectional design to examine how motivation factors impact employee performance in Vodacom's flagship and franchise stores in Dar es Salaam. This design allows for the analysis of data from different groups within the same operational context at a specific point in time, providing a detailed comparison (Rahi, 2017; Kothari, 2004). To address potential disparities in employee treatment between flagship and franchise stores, the methodology incorporated stratified sampling and robust measures to account for variations in career advancement and motivational opportunities (Setia, 2016; Muze, 2014; Wentze & Zwane, 2022; Begarving et al., 2024). Standardized questionnaires and performance metrics were used to capture these dimensions, while multivariate regression and ANOVA were employed for data analysis (Bryman, 2016; Sedgwick, 2014). This ensured a comprehensive exploration of the differences in motivation and performance outcomes between the two retail environments. This approach was selected for its ability to offer actionable insights into the motivational drivers within these distinct settings, allowing for timely and context-specific strategic recommendations, especially critical in the fast-paced telecommunications sector (Levin, 2006).

3.2 Study Population and Sample Size

The study population comprised 135 employees from Vodacom Tanzania's retail stores in Dar es Salaam, including both flagship and franchise stores, with participants engaged in various roles such as sales executives, customer service representatives, cashiers, shop managers, and management staff. The sample size was determined using Slovin's formula, expressed as:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

- n = the desired sample size
- N = the target population (135 for this study)
- e = the margin of error (set at 0.05 for this study)

Based on this calculation, a sample size of 100 respondents were selected for data collection to ensure a statistically significant representation (Yin, 2018; Hossan et al., 2023). Stratified sampling were used to select 10 Vodacom management staff, 10 franchise management staff, 15 frontline staff from flagship stores, and 15 frontline staff from franchise stores, facilitating a robust statistical analysis while maintaining feasibility (Creswell, 2014). Additionally, the study incorporated qualitative methods to provide deeper insights into employee motivation and performance. Purposive sampling was employed for semi-structured interviews, selecting 5 Vodacom management staff, 5 franchise management staff, 8 frontline staff from flagship stores, and 8 frontline staff from franchise stores. Focus groups included 5 Vodacom management staff, 7 franchise management staff, 5 frontline staff from flagship stores, and 7 frontline staff from franchise stores (Plano Clark & Ivankova, 2016). The integration of quantitative and qualitative approaches ensured a comprehensive understanding of the employees' experiences, providing both measurable data and rich narratives that offer actionable insights for organizational leaders and scholars (Bryman, 2016; Tashakkori & Teddlie, 2010).

3.3 Sampling Design and Procedure

The study employed stratified random sampling, purposive sampling, and multi-stage sampling to ensure a comprehensive and representative selection of participants. Stratified random sampling was used to divide the population into subgroups based on store type (flagship and franchise) and employee roles, ensuring proportional representation of key categories and improving the accuracy of comparisons across groups (Creswell, 2014; Taherdoost, 2016). Purposive sampling was utilized to select senior managers and HR specialists with relevant expertise, focusing on their critical insights into employee motivation and performance (Palinkas et al., 2015). Finally, multi-stage sampling involved selecting stores in phases, starting with broader clusters and narrowing down to individual stores, ensuring diverse representation from both flagship and franchise stores across different locations and operational contexts (Hankin et al., 2019). This combination of methods justified the need for both quantitative and qualitative data, ensuring balanced representation and depth of insights, ultimately strengthening the reliability and generalizability of the study's findings

3.4 Data Collection Approaches

This research utilized primary and secondary data collection techniques to conduct a thorough examination of employee motivation and performance at Vodacom's retail outlets (Creswell, 2014). Structured surveys, semi-structured interviews, and focus group discussions (FGDs) were used to gather primary data. The structured surveys used a Likert scale to quantitatively measure employee motivation across factors such

as rewards, salary, job satisfaction, work-life balance, and career growth opportunity (Likert, 1932). This allowed respondents to rate their agreement on statements, providing standardized data for statistical analysis, while in-depth interviews with top executives and HR experts offered non-numerical perspectives on the same variables. FGDs enhanced the data by encouraging group discussions between employees from flagship and franchise stores, uncovering shared themes that may not have been apparent through individual interviews or surveys.

Additional findings from secondary sources, such as organizational reports and academic journals, enhanced the main results by providing historical background and backing up the study's theoretical framework (Johnston, 2017). By combining quantitative and qualitative data from various sources, the study conducted a comprehensive analysis of the factors influencing employee motivation and performance, improving the depth, credibility, and accuracy of the findings.

3.5 Data Analysis

Data analysis is essential in research, providing a foundation for interpreting findings and making informed decisions (Creswell, 2014). This study employed both quantitative and qualitative methods to analyze how employee motivation affects performance in Vodacom's retail stores. The mixed-method approach ensured a comprehensive understanding by examining both measurable data and subjective experiences.

Quantitative data from surveys were analysed using descriptive statistics such as frequency distributions, percentages, and averages, offering a clear summary of motivational factors like rewards, job satisfaction, and leadership (Field, 2018). Inferential statistics, including t-tests and ANOVA, were used to test hypotheses and compare employee motivation across flagship and franchise stores, revealing any significant differences (Pallant, 2020). Regression analysis was applied to examine relationships between motivational factors and employee performance, with attention to linearity, normality, and multicollinearity to ensure robust results (Tabachnick & Fidell, 2019). This enabled the study to predict how specific factors influenced performance outcomes.

For qualitative data, thematic analysis was conducted to identify recurring patterns and themes from interviews and focus group discussions (Braun & Clarke, 2016). This method allowed for the exploration of participants' experiences, highlighting key motivational factors and their impact on performance. Content analysis further categorized responses, while narrative analysis provided deeper insight into personal stories and perceptions (Riessman, 2008). By combining both data analysis techniques, the study was able to provide a nuanced understanding of motivation's role in shaping employee performance, allowing for detailed comparisons between flagship and franchise stores.

4 Discussions

4.1 Demographic Information of the Respondents

The respondents' demographic profile comprises gender, age, education level, work experience, and marital status, emphasizing diversity and important trends affecting motivation and performance. A summarized table of these demographic details is presented below.

Table 1: Demographic Profile of Respondents (N = 96)

Demographic Factor	Category	Frequency (N)	Percent (%)
Gender	Female	50	52%
	Male	46	48%
Age Group	21-25 years	19	20%
	26-30 years	34	35%

Education Level	31-35 years	24	25%
	36-40 years	19	20%
	Primary	0	0.00%
	Form Four	1	1.04%
	Certificate	3	3.13%
	Diploma	12	12.50%
	Degree	75	78.13%
	Masters	5	5.20%
Working Experience	Less than 6 months	10	10%
	1 - 2 years	23	24%
	3 - 5 years	33	34%
	5 - 10 years	30	32%
Marital Status	Single	56	58.3%
	Married	35	36.5%
	Divorced	0	0%
	Widowed	5	5.2%

Table 1 presents the demographic profile of respondents, offering important information on the workforce at Vodacom Tanzania and its franchise partners across Dar es Salaam. There was an equal number of male and female respondents among the 96, with 52% being female and 48% male, showing a balanced gender representation in retail operations. The age composition, mainly ranging from 21 to 40 years old, indicates a young employee base, with most falling within the 26-30 age group, typical in retail settings. There was a range of educational qualifications among respondents, most of whom had diplomas and degrees, indicating a highly educated workforce with elevated expectations for professional growth.

In terms of work history, 10% had under 6 months, 24% had 1-2 years, 34% had 3-5 years, and 32% had 5-10 years, showcasing a mix of fresh and experienced workers. Analysis of marital status revealed that 58.3% were unmarried, 36.5% were married, 5.2% were widowed, and no individuals were divorced, indicating a youthful, early-career group with significant numbers of established professionals. Knowing these demographic characteristics is essential for customizing motivational techniques and human resources policies that meet the needs of the workforce (Muze, 2014), such as providing younger employees with career advancement possibilities and offering work-life balance assistance to married staff members.

4.1.1 Comparative Analysis of Intrinsic Motivation Affecting Employee Performance Between Flagship and Franchise Stores

This objective aimed to identify the key intrinsic motivational factors that influence employee performance in both flagship and franchise stores. The quantitative data was collected from 54 respondents, alongside qualitative insights from 42 respondents, providing a comprehensive view of the motivational drivers within these distinct retail models. In quantitative data, respondents were asked to identify and evaluate key intrinsic motivational strategies that are believed to influence employee performance. The intrinsic factors examined included opportunities for personal growth opportunities, overall job satisfaction, autonomy in the workplace, and recognition for achievements. Respondents rated these factors using a Likert scale, ranging from (1=Very Dissatisfied, 2=Dissatisfied, 3=Neutral, 4=Satisfied, 5=Very Satisfied), to assess their perceived effect on their performance.

Table 2: Quantitative Findings on the Intrinsic Motivation Factors

Intrinsic Motivation Factors	Likert Scale	Flagship		Franchise	
		N	%	N	%
Personal Growth Opportunities	1-2	3	10.71%	6	23.08%
	3	6	21.43%	8	30.77%
	4-5	19	67.86%	12	46.15%
Job Satisfaction	1-2	4	14.29%	7	26.92%
	3	6	21.43%	9	34.62%
	4-5	18	64.29%	10	38.46%
Autonomy in Job	1-2	5	17.86%	8	30.77%
	3	7	25.00%	10	38.46%
	4-5	16	57.14%	8	30.77%
Recognition for Work	1-2	6	21.43%	7	26.92%
	3	7	25.00%	10	38.46%
	4-5	15	53.57%	9	34.62%

From Table 2, employees working in flagship stores generally feel more positive about intrinsic factors that motivate them. For example, a significant number of them about 68% are happy with their opportunities for personal growth, compared to just 46% in franchise stores. Flagship employees also report higher job satisfaction, with around 64% feeling good about their jobs, while only 38% of franchise employees share that sentiment. When it comes to controlling their work, 57% of flagship employees feel they have the autonomy they need, compared to 31% of franchise employees. Similarly, 54% of flagship employees feel recognition for their work, compared to 35% in franchise stores.

The qualitative findings presented in Table 3 shows that employees in Vodacom flagship stores express much greater contentment with intrinsic motivation elements when contrasted with those at franchise stores. In comparison, 71.4% of flagship staff are content with chances for personal development, while just 28.6% are satisfied in franchise outlets. Likewise, flagship employees rate job satisfaction (64.3% versus 35.7%), autonomy in job (66.7% versus 33.3%), recognition for work (59.5% versus 40.5%), and career development opportunities (57.1% versus 42.9%) more favorably. This indicates that flagship stores provide a more nurturing setting for personal growth, autonomy, and recognition, resulting in greater internal drive compared to franchise stores, where staff may feel less empowered and appreciated. Few of the noteworthy comments from participants for each specific factors were highlighted as follows:

The research shows that Vodacom's flagship stores differ from franchise stores regarding employee experiences. Flagship store employees demonstrated higher satisfaction levels regarding personal growth and job satisfaction and autonomy and recognition and career development. The satisfaction rate regarding growth opportunities exceeded 70 percent among flagship employees who described their ability to handle new projects and develop their skills. The lack of advancement opportunities at franchise stores made many employees feel stuck which negatively affected their motivation levels.

The work environment in flagship stores received positive feedback from employees who experienced high job satisfaction because of their feeling of value and positive workplace culture. The lack of support and recognition at franchise stores created difficulties for employees to feel fulfilled in their work. The main distinction between the two groups emerged from autonomy because flagship store employees experienced decision-making freedom but franchise outlet staff faced restrictions. The pattern of recognition for work and career development access followed the same direction. The employees of flagship stores received better recognition and training opportunities than franchise staff who experienced minimal appreciation and

limited professional development opportunities. The supportive flagship store environments boost motivation and performance but franchise settings need improvement based on these observed differences.

Table 3: Qualitative Findings on the Intrinsic Motivation Factors

Motivation Factors	Flagship Stores		Franchise Stores	
	N	%	N	%
Personal Growth Opportunities	30	71.4%	12	28.6%
Job Satisfaction	27	64.3%	15	35.7%
Autonomy in Job	28	66.7%	14	33.3%
Recognition for Work	25	59.5%	17	40.5%
Opportunities for Career Development	24	57.1%	18	42.9%

In summary, analyzing intrinsic motivation factors in Vodacom flagship store and franchise stores illustrates notable differences in employee experiences in each setting as presented in Table 2 and Table 3. According to the quantitative data, a larger proportion of employees at the flagship store are satisfied with personal growth opportunities (68% compared to 46%), job satisfaction (64% compared to 38%), autonomy in their roles (57% compared to 31%), and recognition for their contributions (54% compared to 35%). Qualitative results support these patterns, as 71.4% of flagship staff are satisfied with personal growth chances and exhibit similarly elevated levels of satisfaction in job satisfaction (64.3% against 35.7%), autonomy (66.7% against 33.3%), and recognition (59.5% against 40.5%). This convergence of quantitative and qualitative findings highlights that flagship stores promote a more encouraging atmosphere for motivating employees, leading to a stronger feeling of empowerment and recognition. On the other hand, employees in franchise stores frequently perceive lower levels of appreciation and involvement, underscoring the necessity for specific measures to boost internal drive and overall performance in these environments.

4.1.2 Comparative Analysis of Extrinsic Motivation Affecting Employee Performance Between Flagship and Franchise Stores

The objective sought to investigate the effects of external motivators like salary, job security, and work-life balance on employee performance in Vodacom flagship and franchise stores. According to Table 4, the differences are evident when examining extrinsic factors. Flagship store employees are generally more satisfied with their pay and bonuses offered by the company, with 68% feeling contentment, compared to only 19% of those in franchise stores. Job security is another area where flagship employees feel more secure, with 61% satisfied, while only 19% of franchise employees share that sentiment. Also, work-life balance is better in flagship stores, with about 54% of the employees feeling they have a good balance, compared to 19% in franchise stores.

Table 4: Quantitative Findings on the Extrinsic Motivation Factors

Extrinsic Motivation Factors	Likert Scale	Flagship		Franchise	
		N	%	N	%
Salary and Bonuses	1-2	3	10.71%	14	53.85%
	3	6	21.43%	7	26.92%
	4-5	19	67.86%	5	19.23%
Job Security	1-2	4	14.29%	13	50.00%
	3	7	25.00%	8	30.77%
	4-5	17	60.71%	5	19.23%
Work-Life Balance	1-2	5	17.86%	12	46.15%

3	8	28.57%	9	34.62%
4-5	15	53.57%	5	19.23%

Qualitative findings on the extrinsic factors as presented in the Table 5 shows notable variations in employees' perceptions of important external motivators like salary, job security, and work-life balance between Vodacom flagship stores and franchise stores. Employees in flagship stores consistently expressed higher levels of satisfaction with these aspects in comparison to their colleagues in franchise stores. An example would be that 57.1% of employees at flagship locations are happy with their pay and bonuses, compared to just 42.9% of employees at franchise locations. Flagship employees have a higher satisfaction rate with job security, with 61.9% content compared to 38.1% in franchise stores. In the same way, flagship stores have a higher perception of work-life balance, with 59.5% of employees satisfied, in comparison to 40.5% in franchise stores. These results indicate that flagship stores offer a more supportive setting in terms of financial incentives, stability, and managing personal and professional responsibilities. On the other hand, employees working for a franchise might experience reduced feelings of stability and satisfaction with their salary and work-life balance, which could result in decreased motivation and performance.

Table 5: Qualitative Findings on Extrinsic Motivation Factors

Motivation Factors	Flagship Stores		Franchise Stores	
	N	%	N	%
Salary and Bonuses	24	57.1%	18	42.9%
Job Security	26	61.9%	16	38.1%
Work-Life Balance	25	59.5%	17	40.5%

The findings are also reinforced by quoted remarks from participants, offering more detailed understandings of how external incentives like pay, employment stability, and work-family equilibrium are viewed divergently in flagship and franchise outlets. The responses provided by the participants are as follows:

The study reveals clear differences in external motivation factors between flagship and franchise stores. Job security is significantly higher in flagship outlets, where most employees feel confident in the stability of their positions. This sense of security allows them to stay focused and perform better. In contrast, many employees in franchise stores reported feeling uncertain about their job future, which negatively affects their motivation and concentration.

Work-life balance also shows a similar pattern. Employees in flagship stores expressed greater satisfaction, often mentioning that the company supports them in balancing their personal and professional lives. Meanwhile, franchise store employees spoke of long hours and high demands, which make it difficult to maintain a healthy balance. These differences are further supported by both survey data and personal accounts, showing that flagship employees consistently feel more satisfied with salary, job stability, and work-life conditions. Overall, flagship stores offer a supportive environment for external motivators, which helps improve employee satisfaction and performance, while franchise employees may face more challenges in these areas, affecting their overall engagement and output.

4.1.3 Comparative Analysis of Average Sales Performance, Customer Satisfaction Scores, and Employee Attendance Between Vodacom Flagship and Franchise Stores

The analysis of employee performance was also considered by the study using key performance indicators (KPIs) such as sales performance, customer satisfaction, and employee attendance. The findings were collected from 54 respondents working between flagship and franchise stores, leveraging a Likert scale questionnaire ranging from a scale of 1 to 5 rated as Very Dissatisfied, Dissatisfied, Neutral, Satisfied, and

Very Satisfied and supplemented by company records and employee performance evaluations including records of performance logs, attendance sheets, and Net Promoter Scores (NPS) reports to gauge customers' feedback.

Table 6: Quantitative Findings on Employee Performance Indicators

Performance Indicator	Likert Scale Rating	Flagship		Franchise	
		N	%	N	%
Meeting Sales Targets	1-2	3	10.7%	9	34.6%
	3	4	14.3%	7	26.9%
	4-5	21	75.0%	10	38.5%
High Customer Satisfaction	1-2	3	10.7%	7	26.9%
	3	5	17.9%	6	23.1%
	4-5	20	71.4%	13	50.0%
Low Absenteeism Rates	1-2	1	3.6%	7	26.9%
	3	3	10.7%	5	19.2%
	4-5	24	85.7%	14	53.8%

The data from Table 6 reveals that employees in flagship stores generally exhibit superior performance compared to their counterparts in franchise stores. When it comes to meeting sales targets, 75% of employees in flagship stores (21 out of 28) meet or exceed their goals. In contrast, only 38.5% of employees in franchise stores (10 out of 26) achieve the same level of performance. This significant disparity suggests that employees in flagship stores are more effectively motivated and better aligned with the company's sales objectives.

Customer satisfaction also shows a clear distinction between the two types of stores. In flagship stores, 71.4% of employees (20 out of 28) contribute to high customer satisfaction ratings. On the other hand, only 50% of employees in franchise stores (13 out of 26) achieve similar results. This indicates that employees in flagship stores are more dedicated to delivering exceptional customer service, which could be attributed to a more motivating work environment and better training. Additionally, absenteeism rates are notably lower in flagship stores. Only 3.6% of employees (1 out of 28) in flagship stores are frequently absent, compared to 26.9% (7 out of 26) in franchise stores. This lower absenteeism rate in flagship stores reflects higher employee engagement and commitment, likely driven by improved motivation and job satisfaction.

Table 7: Qualitative Findings on Employee Performance Indicators

Performance Indicators	Flagship Stores		Franchise Stores	
	N	%	N	%
Meeting Sales Targets	28	66.7%	14	33.3%
High Customer Satisfaction Ratings	22	52.4%	20	47.6%
Low Absenteeism Rates	18	42.9%	24	57.1%

The qualitative data further supports the quantitative findings regarding employee performance. The results indicate that 66.7% of employees in flagship stores consistently meet their sales targets, highlighting a highly motivating environment and robust support that helps them achieve their goals. In contrast, only 33.3% of employees in franchise stores reach their sales targets, suggesting a gap in support and alignment. Additionally, 52.4% of flagship store employees achieve high customer satisfaction ratings, reflecting a positive work environment and effective training. On the other hand, 47.6% of franchise store employees report lower customer satisfaction, often due to fewer professional development opportunities. Furthermore, flagship stores experience a lower absenteeism rate of 42.9%, compared to 57.1% in franchise

stores. Franchise employees frequently attribute their higher absenteeism to dissatisfaction and inadequate support.

4.1.4 Comparative Analysis of Motivation Strategies and Their Effect on Employee Performance Between Flagship Stores and Franchise Stores

To evaluate the statistical significance of motivation factors on employee performance between flagship and franchise stores, an Analysis of Variance (ANOVA) was conducted. This analysis focused on both intrinsic and extrinsic motivational factors, as well as employee performance indicators, to determine whether the observed differences were statistically significant or merely due to chance.

4.1.4.1 The Effect of Intrinsic Motivation Factors on Employee Performance

The results of the ANOVA from Table 2 and Table 3 indicated notable variations in intrinsic motivation factors among employees working at flagship and franchise stores. Flagship employees, in comparison to franchise employees, expressed greater satisfaction with personal growth chances (mean score of 4.23 versus 3.45), showing a significant distinction with an F-value of 6.23 ($p < 0.01$). In the same way, employees at the main store had higher job satisfaction (average = 4.19) compared to employees at franchise locations (average = 3.64), with a significant F-value of 5.76 ($p < 0.05$). Flagship employees reported higher levels of job autonomy (mean = 4.12) than franchise employees (mean = 3.52), with a significant F-value of 7.12 ($p < 0.01$). Moreover, work acknowledgment was notably greater in flagship stores (average = 4.07) when contrasted with franchise stores (average = 3.67), with an F-value of 5.89 ($p < 0.05$). These results indicate that flagship stores offer more robust support for internal drive by offering enhanced chances for personal development, job contentment, independence, and acknowledgment for efforts, leading to increased employee motivation and satisfaction.

Table 8: ANOVA Results for Intrinsic Motivation Factors and their Effect on Employee Performance

	Flagship Store	Franchise Store	Significance Level	
Intrinsic Motivation Factors	Mean Score	Mean Score	F-Value	(p-value)
Personal Growth Opportunities	4.23	3.45	6.23	$p < 0.01$
Job Satisfaction	4.19	3.64	5.76	$p < 0.05$
Autonomy in Job	4.12	3.52	7.12	$p < 0.01$
Recognition for Work	4.07	3.67	5.89	$p < 0.05$

Job satisfaction was found to be the most significant intrinsic motivation factor affecting employee performance after analyzing various factors. ANOVA findings showed a notable distinction, as primary staff revealed an average job satisfaction rating of 4.19, while franchise workers had a score of 3.64, resulting in an F-value of 5.76 ($p < 0.05$). The discrepancy is closely linked to performance results: 75% of top employees achieved or surpassed their sales goals, demonstrating that better job satisfaction is associated with enhanced performance measures. Moreover, the qualitative data showed that 66.7% of top employees consistently met their sales goals, indicating high levels of job satisfaction. On the other hand, only 33.3% of franchise workers claimed to have met comparable performance criteria, indicating a clear connection between job contentment and performance. These results highlight the importance of job satisfaction in boosting employee performance in flagship stores.

4.1.4.2 The Effect of Extrinsic Motivation Factors on Employee Performance

Significant disparities were found in extrinsic motivation factors when comparing employees of flagship and franchise stores as depicted in Table 4 and Table 5. Flagship employees gave a higher rating for salary and bonuses (mean score = 4.15) than franchise employees (mean score = 3.21), with an F-value of 9.85 (p

< 0.01), showing a significant satisfaction difference. Job stability showed a comparable trend, indicating that top employees experienced higher levels of security (average rating of 4.05) compared to franchise employees (average rating of 3.27), as evidenced by an F-value of 8.76 ($p < 0.01$). The work-life balance at flagship stores was significantly superior (mean= 4.09) than at franchise stores (mean= 3.45), with an F-value of 7.41 ($p < 0.01$), pointing out the better conditions for juggling personal and professional life in flagship stores. Flagship employees viewed career development opportunities as significantly better than franchise employees, with a mean score of 4.20 compared to 3.32, and an F-value of 8.22 ($p < 0.01$). The findings show that flagship stores offer more external incentives, leading to increased employee contentment in aspects like pay, job stability, personal life equilibrium, and professional growth.

Table 9: ANOVA Results for Extrinsic Motivation Factors and Their Effect on Employee Performance

Extrinsic Motivation Factors	Flagship Store	Franchise Store	Significance Level	
	Mean Score	Mean Score	F-Value	(p-value)
Salary and Bonuses	4.15	3.21	9.85	$p < 0.01$
Job Security	4.05	3.27	8.76	$p < 0.01$
Work-Life Balance	4.09	3.45	7.41	$p < 0.01$
Opportunities for Career Development	4.20	3.32	8.22	$p < 0.01$

The examination of quantitative and qualitative data from Table 4 and Table 5 shows that extrinsic motivators have a notable impact on employee performance in flagship and franchise stores. The significant variations in salary and bonuses, job security, work-life balance, and career advancement opportunities that benefit flagship stores indicate that these aspects play a vital role in boosting employee contentment and performance. Salary and bonuses have the most significant impact, with a high F-value of 9.85 ($p < 0.01$) and a significant difference in mean scores (4.15 for flagship employees compared to 3.21 for franchise employees). The high performance of flagship employees is probably influenced by this monetary reward, as shown by 75% meeting or surpassing sales targets and 71.4% obtaining high customer satisfaction ratings. The qualitative information also supports this finding by showing that most top employees regularly achieve their sales targets and have fewer absences. On the other hand, the franchise workers' decreased ratings in all external factors are associated with worse results in performance. Therefore, it is clear that offering strong external incentives, such as salary and bonuses, is likely to increase employee performance and commitment to the company.

4.1.5 Comparative Analysis of Employee Performance Indicators Between Flagship and Franchise Stores

This study utilized a mixed-methods approach, blending both quantitative and qualitative findings as depicted in Table 6 and Table 7 to assess key performance indicators (KPIs) in flagship and franchise stores. The analysis centered on three main metrics governed by the study including achieving sales targets, customer satisfaction, and absenteeism rates was carried out by using T-test to provides a comprehensive view of the performance differences between flagship and franchise stores.

The analysis of employee performance indicators by using T-test shows flagship stores excel over franchise stores in areas like sales targets, customer satisfaction, and absenteeism rates as depicted in Table 10. The results of the T-test indicate that flagship store workers have a higher success rate in reaching sales targets ($M = 4.19$) than franchise employees ($M = 3.57$), with 75% of flagship store employees meeting or surpassing goals, while only 38.5% of franchise employees do so ($p < 0.01$). In the same vein, flagship stores had higher customer satisfaction ratings ($M = 4.21$) than franchise stores ($M = 3.55$), with 71.4% of flagship employees contributing to high customer satisfaction, compared to 50% in franchise stores ($p <$

0.01). Flagship stores had significantly lower absenteeism rates ($M = 4.12$), with only 3.6% of employees frequently missing work, compared to 26.9% in franchise stores ($p < 0.05$). Qualitative data reinforces these discoveries, showing that enhanced managerial support, improved training programs, and greater resource availability in flagship stores contribute to better performance. On the other hand, employees in franchise settings often mentioned lack of support and training as obstacles to their performance, indicating that implementing practices from flagship stores could improve performance.

Table 10: Comparison of Employee Performance Indicators

Indicators	Flagship Stores	Franchise Stores	T-test Results	
Sales Targets (Average)	4.19	3.57	$t(52) = 3.92$	$p < 0.01$
Employees Meeting Targets (%)	75%	38.5%	N/A	N/A
Customer Satisfaction (Average)	4.21	3.55	$t(52) = 3.65$	$p < 0.01$
Employees Contributing to High Customer Satisfaction (%)	71.4%	50%	N/A	N/A
Absenteeism Rates (Average)	4.12	3.71	$t(52) = 2.76$	$p < 0.05$
Frequent Absences (%)	3.6%	26.9%	N/A	N/A

In addition to the T-test results mentioned earlier, correlation and regression analyses were used to investigate the connection between motivational strategies and employee performance, giving a more thorough understanding of how these variables influence each other.

The correlation analysis investigated how motivation strategies relate to key performance indicators in Table 2 to Table 7, showing the influence of these factors on employee performance. Significantly, personal development opportunities were found to be a powerful internal drive, showing a strong connection with achieving sales targets ($r = 0.55$, $p < 0.01$) and satisfying customers ($r = 0.52$, $p < 0.01$) in flagship stores, suggesting that employees who believe in better growth opportunity tend to perform well in these aspects. Likewise, a strong connection was found between job satisfaction and decreased absenteeism ($r = 0.47$, $p < 0.05$). This indicates that higher job satisfaction leads to less absenteeism. Salary and bonuses were moderately positively correlated with sales targets ($r = 0.42$, $p < 0.05$) but had a weaker connection with customer satisfaction ($r = 0.25$, $p > 0.05$), indicating that financial incentives have limited impact on customer satisfaction.

On the other hand, a significant reduction in absenteeism rates was observed when there was a high level of job security ($r = 0.58$, $p < 0.01$), highlighting a strong positive relationship between the two variables. Finally, there was a moderate correlation between enhanced work-life balance and customer satisfaction ($r = 0.35$, $p < 0.05$), highlighting the significance of improving customer service results. In general, the study highlights how important internal motivation factors, such as chances for personal development and satisfaction with work, are in influencing how well employees perform. It also acknowledges the considerable influence of external factors like job stability and pay on certain performance measures.

Table 11: Correlation Analysis of Motivation Factors and Employee Performance Indicators

Motivation Factor	Correlation Coefficient (r)	Significance (p)
Personal Growth Opportunities	0.55	< 0.01
Job Satisfaction	0.47	< 0.05
Salary and Bonuses	0.42	< 0.05
Job Security	0.58	< 0.01
Work-Life Balance	0.35	< 0.05

Regression analysis was used in the study to pinpoint the main motivation factors that impact employee performance in flagship and franchise stores. Using findings presented in Table 11 and Table 12 it was discovered that internal factors, such as job satisfaction ($\beta = 0.36$) and personal growth opportunities ($\beta = 0.33$), were important indicators of employees achieving sales goals. Furthermore, internal factors like autonomy in job responsibilities ($\beta = 0.41$) and recognition of efforts ($\beta = 0.34$) played a vital role in boosting customer satisfaction rates. Job security and job satisfaction were found to be significant factors ($\beta = 0.48$ and $\beta = 0.39$, respectively) in decreasing absenteeism rates, suggesting that employees who felt secure in their jobs and were satisfied were less inclined to be absent from work.

The combination of t-tests, correlation, and regression analyses gave a thorough understanding of the motivational environment, showing that flagship stores consistently display higher levels of motivation and better performance measures in comparison to franchise stores. This highlights the importance of boosting both internal and external incentives, like job contentment, personal development, and job stability, in order to successfully enhance employee productivity in various store categories.

Table 12: Regression Analysis of Motivation Factors Influencing Employee Performance

Motivation Factors	Beta Coefficient (β)	Flagship Store Rating	Franchise Store Rating
Job Satisfaction	0.36	64.29%	38.46%
Personal Growth Opportunities	0.33	67.86%	46.15%
Autonomy in Job	0.41	57.14%	30.77%
Recognition for Work	0.34	53.57%	34.62%
Job Security	0.48	14.29%	50%
Job Satisfaction	0.39	64.29%	38.46%

The findings of this study underscore the significant impact of both intrinsic and extrinsic motivation on employee performance within Vodacom's flagship and franchise stores. Employees in flagship stores demonstrated higher satisfaction with intrinsic factors such as personal growth, autonomy, and job satisfaction, resulting in enhanced engagement and performance (Olafsen & Deci, 2020). In contrast, franchise store employees reported lower satisfaction levels due to limited opportunities for growth and recognition, suggesting that intrinsic motivators, when nurtured, can significantly improve employee performance (Matei & Abrudan, 2011). Similarly, extrinsic motivation, including salary, bonuses, and job security, played a vital role in shaping performance, with flagship store employees reporting greater satisfaction with external rewards compared to those in franchise stores (Vroom, 1964). These findings align with established motivational theories, such as Self-Determination Theory and Expectancy Theory, which highlight the importance of both intrinsic and extrinsic factors in fostering higher employee motivation and performance (Olafsen, 2021; Van Eerde & Thierry, 1996).

The comparative analysis also revealed that flagship stores outperformed franchise stores in key performance indicators such as sales performance, customer satisfaction, and absenteeism rates. Flagship employees, driven by a more supportive and motivational environment, consistently met or surpassed sales targets, contributed to higher customer satisfaction scores, and exhibited lower absenteeism rates (Deci et al., 2017). In contrast, franchise stores, with fewer motivational incentives, lagged behind in these performance metrics (Thirulogasundaram & Sahu, 2014). These findings emphasize the need for organizations to develop balanced motivational strategies that leverage both intrinsic and extrinsic rewards

to drive employee satisfaction, engagement, and overall performance across different store formats (Sever & Malbašić, 2019).

5 Conclusion and recommendations

5.1 Conclusion

Based on the study findings, the study concludes that employee motivation plays a critical role in driving employee performance, highlighting that a motivating work environment is not just beneficial but essential. Motivated employees are more likely to achieve higher sales, deliver better customer service, and enhance overall organizational performance, aligning with the Self-Determination Theory, which suggests that employees thrive when they experience autonomy, competence, and a sense of belonging. The findings further conclude that Vodacom's flagship stores, directly managed by the company, consistently outperform franchise stores managed by outsourced partners. This performance gap is largely attributed to higher motivation levels in flagship stores, supported by better managerial practices, clear communication, and recognition of employees' efforts. In contrast, franchise stores face challenges in maintaining consistent motivational practices, which affects employee engagement and performance.

These differences emphasize the conclusion that Vodacom Tanzania must adopt tailored motivation strategies across its retail channels. The study suggests that a uniform approach cannot address the diverse operational conditions of flagship and franchise stores. While flagship stores can continue benefiting from strong corporate involvement, franchise stores require enhanced support mechanisms, including improved communication, frequent training, and increased recognition. Specific strategies proposed for franchise stores include customized incentive programs, enhanced leadership development, regular corporate check-ins, increased autonomy in decision-making, and targeted employee development programs.

Customized incentives can directly connect employee performance with rewards, creating a sense of achievement that resonates locally. Strengthening leadership within franchise stores is critical, as data indicates a need for more supportive managerial approaches. Increased visits from corporate representatives can enhance alignment with Vodacom's core values, helping bridge the gap between the corporate office and franchise operations. Granting franchise managers more decision-making power can empower them to address local needs more effectively, fostering a motivated and responsive workforce. Customized training programs that focus on specific issues, like customer service and sales tactics, can also improve employee satisfaction and performance. The study further pinpointed that an inspired workforce leads to increased employee engagement, performance, and alignment with the company's goals, leading to long-term success and a competitive advantage in the market. Strategically meeting the unique needs of both flagship and franchise stores is essential for Vodacom Tanzania to maximize performance in its retail network and ensure sustainable business growth.

5.2 Recommendations

Based on the findings of this study, several key recommendations are proposed to help Vodacom Tanzania and its partners improve employee motivation and performance, especially across its flagship and franchise stores. The company should establish leadership development programs that focus on franchise store managers as their first priority. The research data demonstrated that employee perceptions about leadership quality differed substantially because 52.4% of flagship store staff gave positive ratings but franchise store employees only reached 28.6%. Leadership development programs should focus on training managers to build better motivating and supportive work environments.

The company needs to establish uniform motivation strategies that should apply to every store location. The study revealed significant differences between employee satisfaction regarding pay and benefits since

57% of flagship store workers were satisfied but franchise store employees showed no satisfaction. Standardized reward and recognition systems will help organizations bridge performance differences while building an equal workplace atmosphere.

The support of investors and business partners stands essential for implementing motivation-focused initiatives. The research data demonstrated that employee motivation produces superior performance results because flagship store employees reached 66.7% of sales targets while franchise store employees reached only 33.3%. Long-term business success together with customer satisfaction depends on stakeholder backing for motivation initiatives.

The HR department needs to create specific training and development initiatives that concentrate on motivation together with employee engagement and career advancement. Each store type requires its own version of these programs. The research data showed that employees working in flagship stores experienced 14% greater autonomy than their counterparts in franchise stores. Organizations should implement customized HR strategies that support autonomy and recognition and growth opportunities to bridge the gap between employees and enhance both morale and productivity.

6 Conflict of Interest

The author declares that there are no commercial or financial ties that could be considered or likely to be considered as a potential conflict of interest in relation to this study.

7 Author Contributions

Elizabeth Landa was a key contributor, providing supervision and expert guidance throughout the research and writing process. Her involvement was instrumental in shaping the study's direction, ensuring methodological rigor, and refining key concepts. She offered valuable insights, constructive feedback, and critical oversight, contributing significantly to the clarity and quality of the final work.

8 Funding

This research was conducted without financial support from any funding agency, commercial entity, or non-profit organization.

9 Acknowledgments

First and foremost, I am deeply grateful to the Almighty God for His unwavering goodness, defense and granting me the strength and good health to see each new day and guiding me throughout the completion of this work. His presence gave me the courage to believe in myself and persevere through the challenges I encountered during the whole period this study.

I wish to express my heartfelt gratitude to my Managing Director, Mr. Emmanuel Makaki Maiga, for his financial support and understanding, allowing me time away from the office to pursue my studies. I am equally thankful to my family, colleagues, and especially my uncle, Mr. Sospeter Njile Magese, whose endless encouragement and support in every way possible were instrumental in the completion of this study. A special thanks to Dr. Elizabeth Landa for her invaluable contribution, guidance, and encouragement from the initial stages to the completion of this work. Her support was pivotal in completing this journey.

I am also immensely grateful to MM Connect Ltd and Vodacom Tanzania Limited, whose management and cooperation allowed me to conduct my study within their organizations. Their contributions were vital in bringing this study to fruition.

Lastly, I would like to acknowledge my girlfriend, Miss Agnes Malale Odilo, for her unwavering support and encouragement. Her close presence during the study gave me the strength to move forward, even in difficult times, and I am truly grateful for her role in helping me complete this study.

To all those who offered their advice, efforts, and support in any means, I extend my sincere thanks and appreciation.

10 Data Availability Statement

This academic work is copyright material protected under the Berne Convention, the Copyright act of 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means, full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledge, without the written permission of Mzumbe University on behalf of the author.

11 Reference

1. Adom, D., Hussein, E., & Adu-Agyem, J. (2018). Theoretical and Conceptual Framework: Mandatory Ingredients of a Quality Research. *International Journal of Scientific Research*, 7, 438-441.
2. Aruna, G. (2018). Impact of rewards and recognition on employee motivation. *International Journal of Current Research and Technology*, 6(10), 5797-5807.
3. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
4. Bryman, A. (2016). *Social Research Methods* (5th Ed.). Oxford University Press.
5. Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th Ed.). Sage Publications.
6. Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination Theory in Work Organizations: The State of a Science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4(1), 19-43. <https://doi.org/10.1146/annurev-orgpsych-032516-113108>
7. Fang, J. (2023). Application and Limitations of the Expectancy Theory in Organizations. *Advances in Economics, Management and Political Sciences*, 54, 1-12. <https://doi.org/10.54254/2754-1169/54/20230868>.
8. Field, A. (2013). *Discovering Statistics Using IBM SPSS Statistics* (4th ed.). Sage Publications.
9. Furlich, S. A. (2016). Understanding Employee Motivation Through Managerial Communication Using Expectancy-valence Theory. *Journal of Integrated Social Sciences*, 6(1), 17-37.
10. Gunasekare, U. L. T. P. (2016). Self-Determination Theory (SDT): A Review on SDT as a Complementary Theory of Motivation. *Kelaniya Journal of Human Resource Management*, 11(1), 58-68. <https://doi.org/10.4038/kjhrm.v11i1.28>.
11. Guo, M. (2023). Motivation at Work: An Analysis from the Self-determination Theory Perspective. *SHS Web of Conferences*, 180, 03017. <https://doi.org/10.1051/shsconf/20231800301>
12. Hossan, D., Mansor, Z. D., & Jaharuddin, N. S. (2023). Research Population and Sampling in Quantitative Study. *International Journal of Business and Technopreneurship*, 13(3), 209-222.
13. Howard, J. L., Gagné, M., & Bureau, J. S. (2017). Testing A Continuum Structure of Self-Determined Motivation: A Meta-Analysis. *Psychological Bulletin*, 143(12), 1346-1377. <https://doi.org/10.1037/Bul0000125>
14. Hussein, A. M. N. (2024). The Impact of Motivation on Employee Performance: A Case Study of Hormuud Company in Somalia's Capital. *International Journal of Science and Research (IJSR)*.

15. Kalogiannidis, S. (2021). Impact of Employee Motivation on Organizational Performance: A Scoping Review Paper for the Public Sector. *Strategic Journal of Business & Change Management*, 8(3), 984-996.
16. Kanire, G. (2020). Influence of Customer Relationship Marketing on Customer Retention in the Telecommunication Industry in Tanzania: A case of Vodacom Company. The Open University of Tanzania.
17. Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd ed.). New Age International.
18. Kweka, N. A., & Sedoyeka, E. (2014). Labor turnover in Tanzania – Telecom vs banking sectors. *International Journal of Computing & ICT Research*, 8(2), 25-38.
19. Lăzăroiu, G. (2015). Work Motivation and Organizational Behavior. *Contemporary Readings in Law and Social Justice*, 7, 66.
20. Leseiyo, M., & Ngui, T. (2019). Influence of Employee Motivation on Performance of Public Universities in Kenya: A Case Study of Moi University, Nairobi Campus. *Management University of Africa*.
21. Likert, R. (1932). A Technique for the Measurement of Attitudes. *Archives of Psychology*, 22(140), 5-55.
22. Loth, D. G., & Mushi, N. (2019). An Assessment of the Impact of Internal Communication on Employee Job Satisfaction: A Case of Selected Service Rendering Organizations Located in Dar es Salaam. *Delhi Business Review*, 20(1), 45-62.
23. Malini, P. H. H., & Washington, A. (2014). Employees' Motivation and Valued Rewards as a Key to Effective QWL from the Perspective of Expectancy Theory. *TSM Business Review*, 2(2), 45-54.
24. Mathibe, I. (2008). Expectancy Theory and Its Implications for Employee Motivation. *Academic Leadership: The Online Journal*, 6(3), Article 8.
25. Mosha, U. S., & Rwabishugi, L. (2021). The Role of Motivation in the Performance of Public Services Delivery: A Case of Civil Servants in Arusha City Council. In the 2nd East African Conference of Business Management. Institute of Accountancy Arusha.
26. Muthivhi, M. E., Muchie, M., & Worku, Z. (2022). Predictors of Job Satisfaction among Employees of Vodacom South Africa. *International Journal of Applied Science and Research*, 6(1), 5485.
27. Muze, R. W. (2014). Assessment of Motivation and its Impact on Employees' Performance in Goal Attainment: A Case of Vodacom Tanzania Limited. The Open University of Tanzania.
28. Okinda, M. M. (2024). The influence of Service Quality on Customer Satisfaction of the Telecommunication Companies in Tanzania: A Case Study of Vodacom Tanzania. *International Journal of Research and Innovation in Social Science*, 8(5), 2224-2269.
29. Olafsen, A. H., & Deci, E. L. (2020). Self-determination Theory and its Relation to Organizations. *Oxford Research Encyclopedia of Psychology*.
<https://doi.org/10.1093/acrefore/9780190236557.013.112>.
30. Pallant, J. (2016). *SPSS Survival Manual* (6th ed.). McGraw-Hill Education.
31. Pandya, J. D. (2024). Intrinsic & Extrinsic Motivation & its Impact on Organizational Performance at Rajkot City: A Review. *Journal of Management Research and Analysis*, 11(1), 46.
<https://doi.org/10.18231/j.jmra.2024.009>.
32. Robbins, S. P., & Judge, T. A. (2018). *Organizational Behavior* (18th Ed.). Pearson.
33. Stringer, C., Didham, J., & Theivananthampillai, P. (2011). Motivation, Pay Satisfaction, and Job satisfaction of Front-line Employees. *Qualitative Research in Accounting & Management*, 8, 161-179.

34. Turner, A. K. (2017). How Does Intrinsic and Extrinsic Motivation Drive Performance Culture in Organizations? *Cogent Education*, 4(1), 1337543. <https://doi.org/10.1080/2331186X.2017.1337543>.
35. Van den Broeck, A., Howard, J.L., Van Vaerenbergh, Y., Leroy, H., & Gagné, M. (2021). Beyond intrinsic and extrinsic motivation: A meta-analysis on self-determination theory's multidimensional conceptualization of work motivation. *Organizational Psychology Review*, 11, 240 - 273.
36. Van Eerde, W., & Thierry, H. (1996). Vroom's Expectancy Models and Work-related Criteria: A meta-analysis. *Journal of Applied Psychology*, 81(5), 575–586. <https://doi.org/10.1037/0021-9010.81.5.575>
37. Varma, C. (2017). Importance of Employee Motivation & Job Satisfaction for Organizational Performance. *International Journal of Social Science & Interdisciplinary Research*, 6(2), 11 pages. <https://ssrn.com/abstract=3073813>
38. Wentze, S., & Zwane, Z. (2022). Impact of Leadership Techniques on the Performance of the South African Telecommunication Sector. *Journal of Leadership and Governance*, 1(1), 33.
39. Yin, R. K. (2018). *Case Study Research and Applications*. Sage.
40. Zhang, J., Zhang, J. B., Li, Y., & Deci, E. L. (2010). An Effective Path for Promoting Work Motivation: The Self-determination Theory Perspective. *Advances in Psychological Science*, 18(5), 752-759.