

**THE EFFECTIVENESS OF INCENTIVE PROGRAMS IN ENHANCING DRIVER
PERFORMANCE AND RETENTION IN THE LOGISTICS SECTOR: A CASE OF
BOLLORE LOGISTICS UGANDA**

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M22B12/025

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF
PROCUREMENT AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

May, 2025



**UGANDA CHRISTIAN
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DECLARATION

I, NANKUNDA JOSEPHINE, confirm that this dissertation is solely my original work and has not been submitted before for academic credit or recognition at any institution.


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APPROVAL

This is to authenticate that the research work prepared by NANKUNDA JOSEPHINE was prepared under my guidance. I therefore recommend its submission for assessment as part of the University requirements.

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Acknowledgment

To start with I would like to thank the Almighty God for the gift of life, understanding, blessings, guidance and the continuous protection, thank you Lord for enabling me to accomplish my dissertation. Secondly I would like to thank my generous and considerate supervisor Mr. Muloosi Pascal. Through the continuous efforts, support and guidance I have benefited greatly from your comprehensive knowledge and detailed editing of my work. I am extremely appreciative that you handled me as a student and continued to have faith in me even in times when I had lost hope.

I also could not have accomplished this research without the help, love and support from a number of people. To be precise, I extend my gratefulness to the Uganda Christian University and the staff of the School of Business for their countless efforts and support towards the entire research especially my research supervisor.

Lastly, I want to thank my classmates, Kirabo Timothy, and others for always encouraging me and motivating me to greater heights.

Dedication

This report is fully dedicated to Mr. Tumusiime Robert and my other family members, thank you all for the tremendous support and the advice you have been providing me with, thank you for supporting me.

And to my elder siblings who have never failed to give me financial and moral support, thank you all for the helping me overcome all my fears. You have been present in the happy and sad times' thank you my siblings. I also dedicate this report to all the people who have worked hard to help me complete this research milestone.

Abstract

This study was based on the topic the effectiveness of incentive programs (financial and non-financial incentives) on drivers motivation and retention at Bollore Logistics Uganda. The study was grounded in three objectives: to assess the impact of financial incentives on worker motivation and retention, to examine the effect of non-financial incentives on worker motivation and to assess the effectiveness of Bollore Logistics Uganda's current incentive programs in addressing both hygiene factors and motivators for their drivers. The literature review was uncovers by different scholars who came up with the different ideologies on different retention patterns, a number of motivation schemes and used incentive programs. The literature review was revealed with respect to the stated objectives.

A descriptive design was employed and data was obtained through structured questionnaires from 80 company employees, primarily drivers and logistics personnel. Descriptive statistics like frequencies, means, and standard deviations were employed in analyzing the data.

The findings indicated that even though monetary rewards also known as financial incentives like performance-based pay, punctual payment, and fair salary were highly rated in general, they were not the sole considerations in keeping the employees with the organization. Non-financial rewards like a safe and pleasant working atmosphere, work-life balance, and acknowledgement received the most consensus of ratings from the respondents.

The study concludes that both financial and non-financial incentives must be balanced if the firm is to sustain employee motivation and reduce turnovers. It also recommends that the firm increase promotion opportunities, sustain robust non-financial incentive practices, and reassess incentives on a regular basis in accordance with employee expectations.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter included the Background of the Study, Statement of the Problem, Purpose of the study, Objectives of the Study, Scope of the Study, Justification, Significance of the Study, Limitations and Delimitations and the Conceptual Framework.

1.2 Background of the Study

The logistics and transportation sector plays a critical role in enabling global trade, driving economic growth and ensuring the efficient movement of goods and services. In the recent decades, the logistics industry has expanded significantly due to technological advancements, globalization and the increasing demand for timely and accurate delivery of goods. (Venkatesh 2020). With the rise of e-commerce, companies face immense pressure to maintain operational efficiency while meeting customer expectations. This pressure is particularly pronounced in regions like Africa that has landlocked countries like Uganda where infrastructure challenges, regulatory complexities, and unique geographical demands make logistics a crucial aspect of economic development.

At the center of logistics, drivers play a pivotal role. They are responsible for ensuring that goods are transported safely and efficiently across vast and often challenging terrains. Driver performance directly affects multiple facets of logistics, including timely deliveries, customer satisfaction, and operational costs. (Nguyen & Le, 2022) High performing drivers minimize the risks of accidents, reduce fuel consumption, and enhance the reputation of their companies. Alternatively, poor driver performance can lead to delayed deliveries, dissatisfied customers, increased operational costs and higher rates of accidents and vehicle damage (Venkatesh, 2020).

Retention of skilled drivers has become a growing concern for logistics firms worldwide. In many cases, drivers face long working hours, demanding physical conditions, and challenging road environments, all of which contribute to high turnover rates in the industry (Nguyen & Le, 2022). High turnover disrupts operations, increases recruitment and training costs, and diminishes the quality of service. It is estimated that replacing a driver in the logistics sector can cost organisation up to 150% of the driver's annual salary (Smith & Johnson, 2021). This places

significant financial pressure on logistics companies, particularly in developing countries like Uganda, where labor costs are a crucial consideration for overall profitability.

To address these challenges, many companies have turned to employee incentive programs as a solution. Incentive programs are designed to motivate employees by offering tangible and intangible rewards in exchange for improved performance. (Venkatesh, 2020) In the context of logistics, such programs aim to encourage drivers to meet or exceed key performance indicators (KPIs) related to safety, timely delivery, customer satisfaction and adhering to company policies. These programs can take various forms like financial rewards, bonuses, salary increments, non-monetary recognition, professional development opportunities, and even life style benefits (Landry, Whillians, & Schweyer, 2017). Financial incentives are commonly implemented in the logistics industry to improve employee motivation and productivity through bonuses, salary increases, and other forms of compensation. Studies have shown that when employees perceive these rewards as fair and attainable, they can be highly effective (Kohn, 1993). For drivers, financial incentives can help offset the challenges they face, such as long hours, difficult working conditions, and physical demands (Zenger, 2019). Non- financial incentives are also crucial, especially in industries where recognition and professional development matter to employees. Recognition programs that celebrate top performing drivers with awards, certificates, or public acknowledgement can boost pride and motivation (Armstrong & Taylor, 2014).

While incentive programs have been extensively studied in other sectors, there is growing interest in understanding their influence on driver performance and retention in logistics. Well structured incentive programs have been linked to lower turnover rates, higher employee engagement, and improved performance (Salah, 2016). However, it is still unclear which types of incentives, financial or non- financial, are most effective in motivating drivers in different contexts, especially in regions like Uganda with unique challenges (WorldBank, 2021).

Bollere Logistics Uganda, which operates in a highly competitive market in East Africa, recognizes the importance of driver performance and retention for operational efficiency. The company has implemented various incentive programs, including both financial rewards and non- financial rewards. (KKCA, 2025) However, like many logistics companies, Bollere faces challenges in consistently applying these programs and understanding their long term impact on employee retention and performance. This study is especially relevant in the context of Uganda's

expanding logistics industry, where the demand for skilled drivers is increasing because of the growth of international trade and infrastructure development projects. As the logistics sector becomes more competitive, the capacity to retain and motivate drivers will be a crucial factor for companies like Bollore Logistics Uganda. By evaluating the effectiveness of various incentive programs, this research aims to offer practical insights into how logistics firms can optimize their human resource strategies to enhance driver performance and retention.

Herzberg's Two-Factor Theory

This study is guided by Herzberg's Two-Factor Theory, which distinguishes between:

Motivators: Factors that enhance job satisfaction and long-term commitment, such as career development, recognition, and meaningful work.

Hygiene Factors: Basic working conditions that prevent dissatisfaction but do not necessarily improve motivation, such as salary, company policies, and work environment (Herzberg, 1968).

Herzberg's theory suggests that financial incentives alone (hygiene factors) may not be enough to sustain long-term job satisfaction. Instead, a combination of financial and non-financial incentives is necessary to increase employee motivation and retention (Herzberg, Mausner, & Snyderman, 1959). In this context, while salary increments and bonuses may prevent dissatisfaction, factors like career development, recognition, and job enrichment serve as true motivators that enhance commitment and performance (Garg & van Weele, 2021).

1.3 Statement of the Problem

The logistics industry heavily relies on its drivers for the success of transportation operations. However, many logistics companies struggle with high turnover rates, which can lead to operational inefficiencies, increased recruitment and training costs, and a decline in service quality. Driver retention in logistics is challenging due to the demanding nature of the job, involving long hours, difficult working conditions, and frequent time away from home. Furthermore, driver performance is crucial for the safety of both the driver and the driver and the goods being transported, as poor performance can result in accidents, delays, and dissatisfied customers (Nguyen & Le, 2022).

Despite the widespread adoption of incentive programs which are financial incentives and non-financial incentive programs, many logistics firms for example Bollore Logistics Uganda face challenges in implementing them effectively. One key issue is the lack of clarity regarding which types of incentives, financial or non-financial, are the most effective for motivating drivers and improving performance. Different employees may respond differently to incentives based on factors like personal preferences, career aspirations, and job satisfaction levels (Salah, 2016). The problem at the core of this study is lack of comprehensive data on the effectiveness of Bollore Logistics Uganda's incentive programs in improving driver performance and retention. Although the company has implemented various incentive strategies, there is limited evidence on how drivers perceive these programs and whether they lead to sustained improved improvements in performance. This study aims to address these gaps by evaluating the impact of financial and non-financial incentives on driver performance and identifying the factors that contribute to the success of these programs.

By addressing these issues, this research aimed to provide possible recommendations for Bollore Logistics Uganda on how to enhance their incentive programs, including improving driver motivation, reducing turnover, and ultimately enhancing the company's operational efficiency.

1.4 Purpose of the Study

The purpose of this study was to evaluate the effectiveness of different types of incentive programs, both financial and non-financial, in improving driver performance and retention at Bollore Logistics Uganda. The study also aimed at identifying key factors that influence the success of these programs.

1.4.1 Research Objectives

The objectives of the study are;

1. To assess the impact of financial incentives, such as bonuses and performance-based pay, on driver motivation and retention at Bollore Logistics Uganda.
2. To examine the role of non-financial incentives, such as recognition, career development, and professional growth opportunities in improving driver job satisfaction.
3. To assess the effectiveness of Bollore Logistics Uganda's current incentive programs in addressing both hygiene factors and motivators for their drivers

1.5 Research Questions

1. What is the effect of financial incentives on driver performance and retention at Bollore Logistics Uganda?
2. How do non-financial incentives such as recognition and professional development, influence driver satisfaction and long-term commitment?
3. What are the key factors that affect the effectiveness of incentive programs in the logistics sector, particularly in Uganda?

1.6 Scope of the Study

The scope of the study defines the boundaries, limits and parameters within which the research was conducted. For this study, the scope is divided into the following dimensions: geographical scope, time scope and subject scope.

1.6.1 Geographical Scope

The geographical scope of this study is centered on Uganda, specifically focusing on the operations of Bollore Logistics Uganda. As one of the largest logistics companies in the region, Bollore operates across multiple transportation routes, serving both national and international clients. The study concentrated on Bollore's driver work force, with a particular emphasis on drivers operating within the central and eastern regions of Uganda, where the company handles a significant volume of logistics activities.

1.6.2 Subject Scope

The subject scope of this study is narrowly defined to evaluate the effectiveness of incentive programs in enhancing driver performance and retention within the logistics sector. Specifically the study was to examine two categories of incentive programs such as financial and non-financial incentive programs and how these incentives influence job satisfaction, motivation, driver performance and retention.

1.6.3 Time Scope

The study used up to date data from Bollore Logistics Uganda. This study was carried out for a period of one month that is May 2025.

1.7 Justification of the Study

The justification of this study arises from the crucial role that drivers play in the logistics industry and the challenges that companies face in retention and motivating them. The logistics sector continues to struggle with high turnover rates and inconsistent driver performance, both of which threaten operational efficiency and financial stability particularly in regions like Uganda. This study therefore addressed a knowledge gap in the logistics industry, contribute to policy development, practical relevance for Bollore Logistics Uganda, and address the specific challenges as well as contributing to academic literature.

1.8 Significance of the Study

This research is significant because it contributed to the existing body of knowledge on employee performance and retention strategies in the logistics sector, with a specific focus on drivers. The findings will be valuable to Bollore Logistics Uganda and other logistics companies for improving the effectiveness of their incentive programs.

Also the study will provide insights into how customized incentive programs can help reduce turnover rates and enhance employee satisfaction leading to improved operational efficiency and service delivery.

The research will further serve as a reference point for further studies on human resource management practices in the logistics industry.

1.9 Limitations of the Study

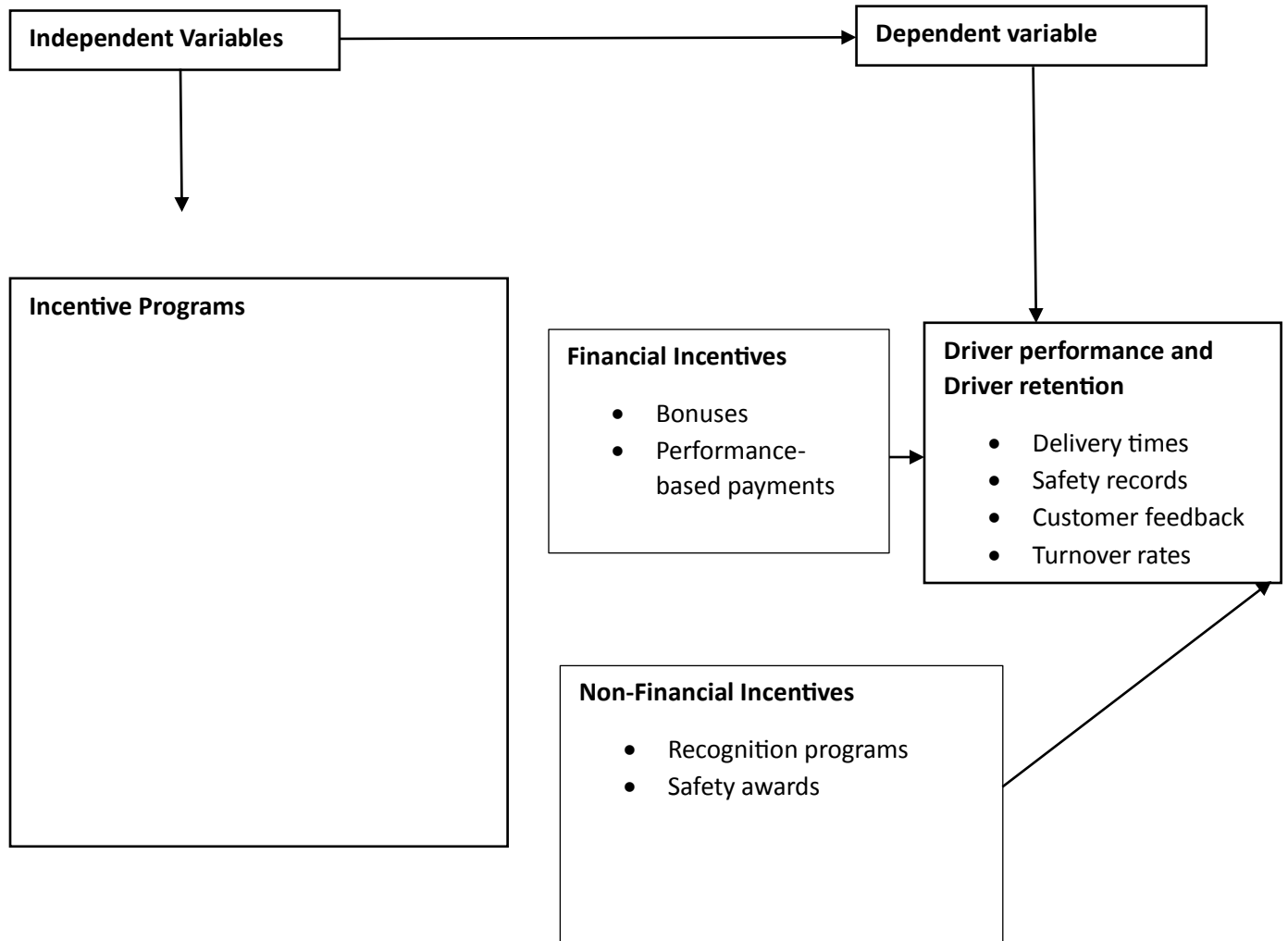
There are a few limitations that are likely to be encountered in the study;

Data Accessibility: Obtaining comprehensive and reliable data from Bollore Logistics Uganda may prove to be difficult, especially when it comes to accessing internal HR policies and detailed performance metrics. This could potentially limit the depth of the analysis.

Generalizability: Although the focus of this study is on Bollore Logistics Uganda, the findings may not be completely applicable to other regions or logistics companies that function under different circumstances. However, the results will still offer valuable insights for companies operating in similar environments.

Response bias: Considering that a significant portion of data will be collected through driver surveys and interviews, there is a chance of response bias, especially if drivers feel pressured to give positive feedback regarding incentive programs. Efforts will be made to encourage honest responses.

1.10 Conceptual Framework



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The logistics sector is a fundamental driver of global trade and economic growth, facilitating the movement of goods across regions and borders. However, one of the biggest challenges in this industry is ensuring driver performance and retention, particularly in developing countries like Uganda, where the infrastructure and regulatory environment pose additional difficulties. Logistics companies face high driver turnover rates due to long working hours, hazardous road conditions, and limited career growth opportunities, leading to increased recruitment and operational costs. To address these issues, many companies have adopted financial and non-financial incentives aimed at enhancing motivation and commitment among drivers. However, the effectiveness of these incentive programs depends on various external factors, such as infrastructure quality, economic conditions, government regulations, and cultural expectations.

This chapter reviewed existing literature on factors influencing driver performance and retention, highlighting the role of incentive programs, work environment, economic stability, and social dynamics. The discussion was structured around Herzberg's Two-Factor Theory, which explains the motivational impact of both financial and non-financial rewards. By analyzing both intrinsic and extrinsic factors, this chapter provides a deeper understanding of how logistics firms can optimize their incentive structures to retain skilled drivers and improve operational efficiency.

2.2 Theoretical Review

Herzberg's Two Factor theory also known as Hygiene Motivation Theory classifies motivators (satisfaction factors or intrinsic factors) that highly increase the satisfaction of the job and hygiene factors (dissatisfaction factors or extrinsic factors) that reduce dissatisfaction and not increase motivation. Hygiene factors include salary, job security, working conditions avoid dissatisfaction but do not greatly drive long term motivation. Motivators on the other hand such as meaningful work, recognition, career development, training increase employee performance, improved loyalty and engagement. Herzberg's theory therefore elaborates by improving rewards financially does not guarantee employee satisfaction and loyalty if intrinsic needs are not catered for.

In the diverse logistics sector where turnover is on a high rate, companies that have adopted to non-financial motivators for example work life balance policies, recognition, training and so on have shown effectiveness in enhancing job satisfaction and reducing turnover. While so many companies still put emphasis on financial incentives to increase on the loyalty of drivers. However some criticisms against Herzberg's two factor theory show that it may have underestimated the relevance of financial incentives most especially in industries where wages are more important for livelihood. According to an organization's demographic and industry contexts, Herzberg's two factor model remains a significant model for understanding employee motivation. Logistics companies like Bollore Logistics Uganda can gain from a combined strategy of competitive payment and intrinsic motivators like career development, recognition resulting into sustained workforce stability and workers retention.

2.3 Objectives of the Study

2.3.1 The impact of financial incentives on driver motivation and retention

Financial incentives also known as monetary rewards are widely considered in boosting driver motivation and retention especially in labor intensive industries such as the transportation sector. Financial incentives include bonuses, performance based payments, salaries, allowances play a critical role in addressing employee financial needs and reduce on employee turnover. Škerlič and Erčulj (2021). According to Wang et al.(2018), in countries like Uganda, where the costs of living are high, and there are high rates of inflation that keep on eroding disposable incomes , competitive wages are a way to go as they reduce on employee dissatisfaction since they provide financial stability there by preventing employee hopping from jobs to jobs looking for better pay.

Logistics companies that implement continuous salary adjustments based on various economic conditions normally improve driver retention through ensuring that payments remain competitive in the transport labor market. Payments based on employee performance are identified as very effective for aligning employee motivation with organizational goals and objectives. (Meyer et al., 2024). Therefore a number of logistics companies implement this kind of strategy to encourage employees (drivers) to meet specific performance requirements for example timely deliveries, fuel efficiency, and less accidents in driving. It should be noted that the effectiveness of financial incentives especially performance based payments vary from employee to employee but these incentives should be realistic and measurable as they greatly lead to employee

satisfaction and overall workforce sustainability. Md Islam (2025) Different studies have highlighted the impact of various financial incentives towards improving driver motivation and retention. According to (Mortimer et al., 2018) a study investigated the effectiveness of various financial incentives towards improving safe driving behavior in novice drivers. Drivers in this study were placed in different groups that is to say high value or low value penalties and high value or low value rewards.(Mortimer et al., 2018) Results from this study revealed that penalties were more effective than rewards of the same value and low value incentives reduced driver risky driving. Findings of this study are currently used to design more effective and less costly incentives for example Pay-As-You-Drive insurance programs.

Although financial incentives are important for reducing employee dissatisfaction, they have inherent limitations in sustaining long-term motivation. Herzberg (1968) identified a starting point effect in financial rewards, arguing that once a driver reaches a comfortable salary level, additional pay increases do not necessarily enhance motivation or job satisfaction. This therefore provides a basis that while salary adjustments may temporarily improve morale, they do not create a sustained sense of engagement or loyalty. Employees who receive frequent salary increments may still seek alternative employment if their jobs lack intrinsic motivators such as career development opportunities, recognition, personality, attitude and overall motivation.

Grounded in reality studies have proved a point that financial incentives alone are not enough to foster driver or employee retention or even foster long term commitment. (Landry, Schweyer, & Whillans, 2017) revealed that while monetary rewards or financial incentives gradually increase job satisfaction and employee retention, these incentives do not drive long-term loyalty unless they are combined with non-financial incentives. (Landry, Schweyer, & Whillans, 2017)'s study concluded that organizations that integrate career growth opportunities, employee recognition programs, and structured development pathways experience significantly higher employee retention rates than those that rely exclusively on salary increments, allowances and bonuses. In a similar context(Armstrong & Taylor, 2023) focused on a point that employees who perceive long-term career opportunities and personal growth opportunities within their organizations exhibit higher levels of employee commitment than those motivated solely by monetary rewards like bonuses or salaries.

The impact of financial incentives on driver motivation and retention as well varies based on employee demographics and individual preferences. Research by (Demerouti & Bakker, 2023) suggests that younger employees are more likely to prioritize career growth opportunities over salary increments, whereas older employees nearing to retirement focus more on job security and stable incomes. In the logistics sector, where employees especially drivers normally operate under physically demanding and high-risk conditions, financial rewards only may not be sufficient to reduce on the workplace stress and employee burnout. Drivers who are repeatedly exposed to long-haul driving, road safety hazards, and unpredictable schedules may require additional motivators especially non-financial incentives such as flexible work arrangements, health benefits, and mental wellness programs, to remain engaged and committed to work. (Demerouti & Bakker, 2023)

Another important determinant in the effectiveness of financial incentives is the perception of fairness among employees. Research indicates that when employees feel that their compensation is equitable compared to industry standards and their peer salaries, they are more likely to be satisfied with their workplace. Škerlič and Erčulj (2021) On the other hand, if payment discrepancies exist within an organization, or if employees perceive unfairness in bonus distribution, financial incentives may have a poor productivity effect, leading to dissatisfaction and reduced employee engagement. Škerlič and Erčulj (2021)

Overall, financial incentives remain a significant tool for driver attraction, motivation, and retention. However, they should not be relied upon as the sole mechanism for workforce engagement and improved performance. Research overwhelmingly supports the integration of financial rewards with non-monetary motivators, such as career development programs, recognition systems, and improved working conditions, to foster sustainable employee and driver commitment. Logistics companies that adopt a balanced approach to incentive design, considering both financial and non financial rewards, are more likely to achieve higher retention rates, improved job satisfaction, and enhanced operational performance. For companies such as Bollore Logistics Uganda, designing a combined incentive structure that addresses both economic realities and intrinsic motivation drivers will be essential in building a stable, engaged, and high-performing workforce.

2.3.2 The role of non- financial incentives in improving driver job satisfaction

Non-financial incentives play a significant role in enhancing employee satisfaction and reducing turnover, particularly among drivers who are prone to high working pressures for example long-haul driving. Appreciation, career advancement opportunities, and opportunities for professional growth have been identified as significant non-financial motivators beyond financial compensation for example bonuses, allowances and salaries.

Different studies have revealed non-financial incentives greatly impact and have a significant role on employee motivation and productivity as well as performance. According to (Manjenje & Muhanga, 2021), in their documentary analysis of 85 carried out studies, different non financial incentives have greatly have contributed greatly in helping a number of employees to boost their social status. This study further gives a recommendation to different managers in companies to create good working conditions, support employees' well being both on job and off the job, give room for communication and relationships thereby effectively motivating their work force.

Furthermore, a research was also carried out on small businesses with fewer than 100 employees that can be easily managed and it elaborated that non monetary rewards also known as non financial incentives (they make employee work more interesting) for example recognition at the work place, good work force management, celebrating employee success in a given work activity and many others. These therefore greatly improve employee satisfaction. On the other hand, these non-monetary factors work best when supplemented with enough financial incentives for example performance based payment in order for employees to be able to meet there security needs for example housing and physiological needs like sex or hunger. Therefore small businesses that highly focus on monetary factors largely retain their employees and accumulate high profits than large companies that do not give close attention to non monetary factors rather provide more of financial incentives. (Appelbaum & Kamal, 2000)

At the Rubber Industry Smallholders Development Authority (RISDA) office in Selangor, a study carried out 36 participants showed how non financial rewards impact job satisfaction among employees especially the drivers. This study further demonstrates how factors such as continuous feedback to driver employees, recognition of the employees, informal praise, learning employee behavior greatly increase employee engagement and result into motivation. The statistics from this study portrayed a strong correlation between job satisfaction and the non

financial incentives therefore indicating how these non financial rewards can meaningfully benefit the overall organizational performance. Therefore non financial rewards should directly be improved in each and every organization and not just the Rubber Industry Smallholders Development Authority (RISDA). (Hamzah & Matkhairuddin, 2023)

In the logistics sector, one of the of the most effective and highly used non-financial incentives is employee recognition. When workers feel that their contributions are acknowledged and appreciated, they develop a greater sense of purpose and attachment to their employer (the organization). Recognition programs, involve "Best Driver of the Month" awards, appreciation events and ceremonies. These have been found to significantly boost employee morale and job satisfaction (Osborne and Hammoud, 2017). A study by Kossivi, Xu, and Kalgora (2016) found that employees who receive frequent and meaningful recognition exhibit higher engagement levels and are more committed to their organizations and the work force. Furthermore, public recognition also enhances self-esteem and motivation, reinforcing positive behaviour and high performance (Armstrong and Taylor, 2014). For logistics drivers, who often work long hours under physically demanding conditions, public acknowledgment and recognition of their efforts provides a strong psychological incentive to remain loyal to their respective organizations.

Beyond recognition and acknowledgment, in the logistics sector career development that involves training in advanced driving techniques, safety compliance certifications as well as professional growth opportunities play a pivotal role in employee retention abs overall job satisfaction. Many logistics firms struggle with significant high turnover rates because drivers see limited opportunities for advancement beyond their current roles. (Sauer mann, 2023). Employees who perceive a lack of career progression are more likely to look at other alternative job opportunities that offer better growth prospects. Therefore providing structured training programs for employees, specialized certification courses, and leadership pathways enables employees to develop their skills and progress into higher positions, as they feel a sense of belonging and feel more valued thereby creating a long-term career vision within the organization.(Sauer mann, 2023)

Organizational culture and leadership style play a crucial role in employee retention. Employees are more likely to remain in a company where they feel valued, respected, and supported by their supervisors or managers. A study by (Osborne & Hammoud, 2017) highlighted that leaders who

actively engage with their employees, provide constructive feedback, and foster a culture of open communication contribute to higher levels of job satisfaction and retention. In logistics firms, supervisors and managers who regularly check in with drivers, recognize their achievements, and address their concerns help build a positive and inclusive workplace environment, reducing feelings of isolation and disengagement among the drivers.

Non-financial incentives therefore play a critical role in driver motivation and retention, offering sustainable solutions beyond monetary compensation. Recognition programs help employees feel valued and appreciated, career development opportunities provide a long-term growth vision, and an organized organizational culture reduce burnout and enhance job satisfaction. Organizations that integrate a combination of non-financial incentives alongside financial rewards experience higher employee engagement, improved performance, and greater employee loyalty. For logistics firms such as Bollore Logistics Uganda, investing in non-financial motivators will be essential in reducing turnover rates, fostering commitment, and building a stable, high-performing workforce.

2.3.3 The effectiveness of Bollore Logistics Uganda's current incentive programs in addressing both hygiene factors and motivators for their drivers

According to (Amponsah-Tawiah, Baafi, & Mensah, 2023), incentive programs especially in the logistics sector have to address both hygiene factors, such as working conditions and pay, and motivators, such as recognition and career development, as presented by Herzberg's two-factor theory.

Effective incentive or reward programs must find a balance between the two aspects that is to say financial incentives and non-financial incentives to offer job satisfaction and employee performance in a long term run. Škerlič and Erčulj (2021) also specify the ultimate objective of basing incentives on employee values and work inputs in order to improve employee job security and driver retention. However majority of African logistics organizations heavily depend on financial incentives for example basic salary, bonuses, allowances and underestimate non-financial incentives also known as intrinsic motivators (Meyer et al., 2024). Bollore Logistics Company plays a highly noticeable and significant part in the logistics business of Uganda, as it provides a range of services to clients in Uganda and some other surrounding regions in Africa. The company's scope includes but is not limited to managing the transport of goods by air, sea,

and land including customs clearance and documentation, warehousing services including storage, inventory management and distribution of goods as well as supply chain management that involves procurement, transportation optimization. (Bolloré Group, 2018) Being a diverse logistics company, Bollore Logistics Company exhibits the use of both financial incentives for example salary to employee like the truck drivers receive monthly salaries, bonuses for drivers that work extra time and non financial incentives like health and safety is offered to the drivers through medical insurance policies, work life balance support, Bollore Logistics also invests in training programs for the truck drivers to improve their safety awareness, equal and diverse recognition programs, also human rights are highly valued. (Bolloré Group, 2021)

A study by (Baye, 2022) elaborates how employee motivation through incentive programs influences customer satisfaction at Bollore Logistics in Africa in areas like Uganda, Ethiopia. This research made on four hypotheses using collected data from employees and clients with emphasis on organizational factors like working conditions, pay and benefits like bonuses and allowances, driver management systems, and overall organizational vision. The findings of the study revealed that the existing management systems and organizational vision significantly and positively impact customer satisfaction. This study came with recommendations that portrayed improving these areas, along with overall employee motivation through the financial incentives and non-financial incentives to enhance customer satisfaction in the logistics and supply chain sector.

However there are quite a few empirical investigations that critically evaluate the extent to which Bollore Logistics' current financial and non financial incentive frameworks address motivational and hygiene needs of their drivers.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlined the methodology used to conduct the study on the effectiveness of incentive programs in enhancing driver performance and retention in the logistics sector: A case study of Bollore Logistics Uganda. The chapter presented the research design, study area and population, determination of the sample size, sampling methods, data collection methods and tools, validity and reliability measures, and ethical considerations.

3.2 Research Design

The definition of research design is deceptively simple; It is a plan that provides the underlying structure to integrate all elements of a quantitative study so that the results are credible, free from bias, and maximally generalizable. It is more of a glue that binds the research project together. (Dannels, 2018) This study adopted a descriptive research design, which allowed for an extensive analysis of how financial and non-financial incentives impact driver performance and retention at Bollore Logistics Uganda. A descriptive design was right for this study since it enabled the researcher to examine existing conditions, relationships, and trends related to different incentive and reward programs and their effectiveness in enhancing driver motivation and reducing turnover. (Huqa & Mutisya, 2024) This research design facilitated a detailed exploration of determinants of driver performance and permitted the recognition of trends and correlations between reward structures and staff retention levels.

However, a quantitative component of the study involved the use of structured surveys to collect numerical data on the impact of incentive programs on driver retention and job satisfaction. The survey was conducted among logistics drivers, logistics supervisors, fleet personnel and other staff members which enabled the researcher to analyze statistical trends and measure the extent to which financial and non-financial incentives influence motivation. This approach allowed for generalizable findings that were comparable across different employee groups. (Levitt et al., 2018)

By including both quantitative data, the study ensured a complete understanding of the relationship between employee retention and reward programs. (Levitt et al., 2018)

Through employing a descriptive research design with a quantitative approach, this study provided significant information concerning the application of financial and non-financial incentives in the motivation and retention of drivers. The findings were able to guide the improved understanding of the ways logistics firms maximize their human resource practice to mitigate high employee turnover as well as performance problems.

3.3 Study Area and Population

The study was conducted at Bollore Logistics Uganda, which is one of the biggest logistics companies that provides transport, freight forwarder, and supply chain services in East Africa. The company has a large fleet of commercial vehicles that transport commodities within Uganda and its neighboring countries, including Rwanda, Kenya, the Democratic Republic of Congo (DRC), and South Sudan. Due to its extensive operations and significance in regional trade, Bollore Logistics Uganda was an ideal case study for the examination of the effectiveness of incentive programs in enhancing driver performance and retention (Wallace, 2022).

For the sake of keeping data collection manageable the estimated population was 100 participants representing a more defined sample for collecting meaningful information. The estimated population was distributed as follows; 70 logistics Drivers, 20 Fleet personnel, 10 logistics supervisors. With this population, the study ensured that the sample accurately represents Bollore Logistics Uganda drivers directly impacted by the incentive programs, thereby improving the reliability of the findings.

3.4 Sample Size Determination

The study applied Slovin's formula to determine an appropriate sample size. Slovin's formula is;

$n =$

Where:

n = sample size

N = total population (100)

e = margin of error (5% or 0.05)

Substituting the values:

$n =$

$= (1 + 100(0.0025))$

$= \approx 80$

Therefore, the required sample size was 80 respondents, which was allocated proportionally among logistics drivers, fleet personnel, as well as logistics supervisors.

Table 1: Showing the estimate of the composition of the population of logistics drivers, fleet managers and Human Resource personnel of Bollore Logistics Uganda

Category	Estimated Population	Sample size
Logistics Drivers	70	56
Fleet personnel	20	16
Logistics supervisors	10	8
Total	100	80

By ascertaining a sufficient and representative sample size, statistical reliability and validity was established in the study. Proportional distribution of the respondents by category facilitated balanced investigation of driver motivation and retention influenced by financial and non-financial incentives.

3.5 Sampling Techniques

Sampling technique is the name or other description of the exact procedure through which the units of the sample were selected. There usually two sampling methods thus probability and none probability sampling methods. The probability sampling method included selecting a sample in a way so that all the elements in the population have some chance to be selected. (Taherdoost, 2016) This study aimed at using simple random sampling to provide an equal representation of all participants' categories in the target population. The target population of 100 participants was grouped into four strata: fleet personnel, logistics and truck drivers, logistics supervisors and other staff. Simple random sampling was applied in each of the four strata in order to recruit the participants, to take part in the study, therefore made each of the participants an equal potential

candidate for participation. This method minimized selection bias and enhanced sample representativeness, various employees groups were analyzed equally for the impact of incentive programs.(Arbale & Mutisya, 2024)

In addition to that, purposive sampling was employed for choosing key informants, more specifically senior logistics personnel and supervisors who have technical expertise in understanding incentive frameworks as well as retention methods at Bollore Logistics Uganda. As the chosen individuals took direct part in structuring as well as instituting incentive initiatives, their remarks yielded crucial quantitative information concerning effectiveness and areas of difficulty around varying motivational mechanisms. (Arbale & Mutisya, 2024) Through the combination of simple random sampling for the general participants and purposive sampling for the key informants, this study will be in a position to ensure an exhaustive and methodologically sound data collection. In this way, findings will be more credible and provide a balanced perspective on the role played by financial and non-financial incentives in improving driver performance and retention.

3.6 Data Collection Methods and Tools

The research used primary data collection technique to gather reliable, relevant, and detailed information on the effectiveness of incentive schemes in improving driver performance and retention at Bollore Logistics Uganda. The use of the primary data collection technique enabled the research to capture quantitative dimensions of the topic, resulting in an equitable analysis of incentive schemes.

3.6.1 Primary Data Collection

Primary data was collected directly from respondents with the help of systematic questionnaires and in depth interviews. These enabled the gathering of firsthand data from logistics drivers, fleet personnel, logistics supervisors and other staff , to ensure the study replicated the experiences and insights of employees affected by incentive schemes especially the targeted drivers.

A structured questionnaire was distributed to the logistics drivers and fleet personnel, logistics supervisors and other staff to collect quantitative information about the degree of perceived effect of financial and non-financial incentives, satisfaction rates, and retention rates. The questionnaire consisted of closed-ended questions and Likert-scale questions through which the respondents were able to quantify their experiences and perceptions of different incentive

mechanisms. The use of systematic questions allowed statistical handling of the response, allowing the study to make out patterns and trends in employee response to incentive schemes. (Arbale & Mutisya, 2024)

To ensure that the data collection procedure was inclusive and unbiased, respondents were selected using a simple random sampling procedure to guarantee that the sample was fairly representing all classes of employees. (Taherdoost, 2016)

3.7 Validity

The extent to which a research instrument measures what it is intended to measure is known as Validity. The study only becomes valid if the instruments of data collection capture the concepts of interest well and ensure findings are generalizable and transferable to the study population. (Borsboom, Mellenbergh, & Van Heerden, 2004) To achieve content validity, the survey questionnaire was scrutinized by my research supervisor. This is aimed at ascertaining whether the items included in the survey aligned with the study aims and theoretical underpinnings. Construct validity was tested through the verification of every survey item to directly map onto main concepts, i.e., financial and non-financial rewards, job satisfaction, and staff retention. (Levitt et al., 2018)

3.8 Reliability

Reliability refers to the consistency and stability of an instrument to measure a concept over time. A research instrument is considered to be reliable if it yields consistent measurements when used in the same context with the same populations. (Tavakol & Dennick, 2011)

To find out internal reliability, the survey questionnaire was subjected to Cronbach's Alpha, a statistical measure of internal consistency between survey questions. A satisfactory Cronbach's Alpha coefficient of 0.7 and more will be used because it would indicate high reliability and internal consistency between the survey questions. The test ascertained whether or not survey questions claimed to measure the same constructs, for example, job satisfaction and employee motivation, had similar answers. (Tavakol & Dennick, 2011)

Cronbach's coefficient alpha will subsequently be calculated as shown in the equation below.

$$\alpha = (N * C) / (V + (N - 1) * C)$$

Where α = coefficient alpha

N = Number of items

C = Average covariance between items

V = Average item variance

With the implementation of measures for validity and reliability, this study will ensure that the tools of data collection are accurate and reliable. These were able to raise the quality and integrity of the findings in total, allowing credible conclusions and evidence-based recommendations on how to drive driver performance and retention through schemes of incentives at Bollore Logistics Uganda.

3.9 Data Analysis

Analysis of data is essential in interpreting information obtained so as to form logical conclusions. Quantitative analysis approach was utilized by this study to fully explain the effect of financial and non-financial incentives on driver performance and retention.

3.9.1 Analysis of Quantitative Data

Quantitative information from the structured questionnaires was analyzed using statistical software SPSS (Statistical Package for the Social Sciences). Descriptive statistics such as standard deviations and means were calculated to describe the data. This methodological approach is guided by recent studies highlighting the success of financial and non-financial incentives in enhancing employee performance. In the analysis of the quantitative data, strongly agree respondents were joined with agree respondents to come up with a uniform agree. Also respondents that replied to disagree and strongly disagree were joined to make one disagree respondents. Then the respondents of the neutral part on different themes of the questionnaire were excluded from the analysis because most of them are regarded as not sure in their opinions.

3.10 Ethical Considerations

Carrying out a study is a sensitive and requires privacy and confidentiality of the information given by the respondents. To ensure privacy, the respondents were informed that their names will not be required and it is optional for them to. The respondents were not forced to give responses to the questions that were be asked in the study as recommended by. (Arifin, 2018)To ensure more confidentiality, the respondents were informed that the information sought is for academic purposes and the data obtained was treated in confidence as recommended by Amin (2005).

3.11 Conclusion

This chapter provided the methodology that was used to gain data, measure variables and test the quality of the questionnaire. The next chapter presented and analyses the field study findings.

CHAPTER FOUR.

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS.

4.1 Introduction.

This chapter presents the findings on the effectiveness of incentive programs in enhancing driver performance and retention in the logistics sector at Bollore Logistics Uganda. This involves respondents background information, contrast of their opinions regarding the financial and non-financial incentives, and how they affect the driver motivation and intention to stay at this organization known as Bollore Logistics Uganda. In my study, there is also testing the reliability of the questionnaire I used to see if the questions were measuring similar things well.

4.2 Respondents' Background Information

Below is a table representing the information of the respondents from the study.

	Details	Frequency	Percentage (%)
Gender	Male	70	87.5
	Female	10	12.5
	Total	80	100.0
Age.	20 and below	2	2.5
	21-30	20	25.0
	31-40	47	58.8
	Above 40	11	13.8
	Total	80	100.0
Education	Primary	0	0.0
	Secondary	8	10.0
	Tertiary	72	90.0
	Total	80	100.0
Position	Drivers	32	40.0
	Fleet personnel	12	15.0
	Logistics supervisors	10	12.5
	Other staff	26	35.2

	Total	80	100.0
Years of experience.	Under 1	1	1.3
	2-3	15	18.8
	4-5	20	25.0
	Above 5	44	55.0
	Total.	80	100.0

The respondents by Gender.

The employees of Bollore Logistics Uganda were requested in the questionnaire to identify their gender. Most of the participants were males (87.5%) as the study strongly relied on the drivers at Bollore Logistics Uganda while female contributed to only (12.5%). This is an indication that the industry or trucking and logistics is mostly dominated by males.

Age.

A number of respondents that is to say (58.8%) were aged 31-40 years, followed by 21-30 years (25.0). Another segment (13.8%) was above 40 years and merely 2.5 were 20 years and below. This indicates the employees in Bollore Logistics Uganda are committed to their positions and therefore low levels of turnover.

Education level.

The drivers, fleet personnel, logistics supervisors and other staff members at Bollore Logistics Uganda were also asked to indicate their different education levels in the questionnaires they were provided with. Findings show that 90% of the respondents were tertiary educated, while 10% were secondary educated. No respondent was solely primary educated at Bollore Logistics Company. This shows that most of the employees are well educated and this means that they have the necessary skills and knowledge to conduct the required work accordingly.

Position of the respondents.

The researcher’s study concentrated on the effectiveness of incentive programs in enhancing driver performance and retention a case of Bollore Logistics Uganda, therefore most of the

respondents were drivers (40%), (15%) being fleet members/personnel and logistics managers (12.5%).

Years of experience in the designated positions.

According to the above table, (55%) of them have worked for over 5 years, 25% have the experience of 4-5 years and (18.8%) worked for 2-3 years. Only 1.3% had the experience for less than 1 year. These findings show that all the employees at Bollore Logistics Uganda were well experienced and are aware of what they are doing.

4.3 Reliability of the Questionnaire.

The researcher applied a measure known as Cronbach's Alpha to determine where the questions within each question of the questionnaire were consistent that is to say whether they functioned well together to measure the same construct.

Variable	Total No. of Item	Cronbach's alpha
Financial incentives	5	0.049
Non-financial incentives	5	0.156
Motivation and Retention	5	-0.291

The findings were:

- Financial incentives; 0.049
- Non-financial incentives; 0.156
- Motivation and retention; -0.291

These values are really low especially with the motivation sector which was even negative. This shows that the questions in the section may not have been appropriately related. However all questions are important and valid given the section and the answers were still utilized to know what each respondent felt about their job.

4.4 Financial Incentives

The first objective of the study was to assess the impact of financial incentives on employee motivation and retention at Bollore Logistics Uganda. This comprised of 5 items. These were measured using a five-point Likert scale ranging from 1 – 5. Where (1) = strongly disagree, (2) = disagree, (3) = neutral (4) = agree and (5) = strongly agree as shown in Table 4.3.

Table 4.4: Descriptive results for Respondents on the financial incentives.

Financial incentives	Agree F (%)		Disagree F (%)		Mean	SDV
	SA	A	DA	SDA		
1. My salary as a truck driver is fair and competitive	50 (62.5)	20 (25.0)	5 (6.3)	5 (6.3)	4.31	1.165
2. I receive bonuses and allowances for extra trips or good performance.	37 (46.3)	35 (43.8)	5 (6.3)	3 (3.8)	4.23	1.006
3. I am satisfied with the performance-based rewards (e.g., safe driving, timely delivery bonuses).	51 (63.7)	29 (36.3)	0 (0.0)	0 (0.0)	4.64	0.484
4. Financial incentives motivate me to work harder and stay with the company.	32 (40.0)	19 (23.8)	9 (11.3)	0 (0.0)	3.93	1.053
5. Payment is done in time and accurately at Bollore Logistics.	40 (50.0)	20 (25.0)	4 (5.0)	0 (0.0)	4.20	0.933

Source: Primary Data

Table 4.4 reveals that, I am satisfied with the performance-based rewards(mean= 4.64; SDV= 0.484), my salary as a truck driver is fair and competitive (mean= 4.31, SDV= 1.165), I receive bonuses and allowances for extra trips (mean= 4.23, SDV= 1.006). Table 4.3 continues to reveal that payment is done in time and accurately(mean=4.20, SDV=0.933) and financial incentives motivate me to work harder and stay with the company (mean=3.93, SDV= 1.053).

4.5 Non-Financial Incentives

The second objective of the study was to examine the role of non-financial incentives like recognition, career development in improving driver job satisfaction. Non-financial incentives construct was measured using 5 items scored on a five-point Likert scale ranging from 5= Strongly Agreed, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree and the findings are presented in Table 4.4.

Table 4.5: Descriptive Results for financial incentives.

Non-financial incentives	Agree F (%)		Disagree F (%)		Mean	SDV
	SA	A	DA	SDA		
1. I feel recognized and appreciated by my supervisors for the work I do.	50 (62.5)	29 (36.3)	0 (0.0)	0 (0.0)	4.61	0.515
2. I have opportunities for training (e.g., safety, defensive driving).	43 (53.8)	15 (18.8)	10 (12.5)	0 (0.0)	4.14	1.088
3. There are chances for promotion or career growth within the company.	27 (33.8)	26 (32.5)	18 (22.5)	1 (1.3)	3.75	1.185
4. I am supported in balancing work and personal life (e.g., rest periods, time off)	52 (65.0)	26 (32.5)	0 (0.0)	0 (0.0)	4.63	0.537
5. The company provides a safe and supportive work environment.	60 (75.0)	20 (25.0)	0 (0.0)	0 (0.0)	4.75	0.436

Source: Primary Data

Table 4.5 above reveals that I am supported in balancing work and personal life (mean=4.63; SDV= 0.537, and the company provides a safe and supportive work environment (mean=4.75; SDV=0.436) as well as I feel recognized and appreciated by my supervisors (mean=4.61; SDV=0.515). The table also shows that, the statement I have opportunities for training (mean=4.14; SDV =1.088) and finally the last statement there are high chances for promotion or career growth (mean=3.75; SDV=1.185).

4.6 Motivation and Retention

The third objective of the study was to assess effectiveness of Bollore Logistics Uganda's current incentive programs in addressing both hygiene factors and motivators for their drivers. Motivation and retention section was measured using 5 items scored on a five-point Likert scale ranging from 5= Strongly Agreed, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree and the findings are presented in Table 4.5.

Table 4.6: Descriptive results for Motivation and Retention

Motivation and retention	Agree F (%)		Disagree F (%)		Mean	SDV
	SA	A	DA	SDA		
1. I enjoy working at Bollore Logistics Uganda	70 (87.5)	10 (12.5)	0 (0.0)	0 (0.0)	4.88	0.333
2. I feel motivated to deliver goods safely and on time.	55 (68.8)	13 (16.3)	0 (0.0)	0 (0.0)	4.54	0.745
3. The company's incentives (financial and non-financial) meet my needs.	42 (52.5)	18 (22.5)	14 (17.5)	0 (0.0)	4.10	1.143
4. I plan to continue working with Bollore Logistics Uganda in the near future.	40 (50.0)	30 (37.5)	2 (2.5)	0 (0.0)	4.35	0.765
5. I would recommend other drivers to work for Bollore Logistics Uganda.	58 (72.5)	13 (16.3)	0 (0.0)	0 (0.0)	4.61	0.684

Source: Primary Data

Table 4.6 reveals the study findings indicating respondents views on the third objective which is to assess effectiveness of Bollore Logistics Uganda's current incentive programs in addressing both hygiene factors and motivators for their drivers using the mean and deviation for each statement. I enjoy working at Bollore Logistics Uganda (mean=4.88; SDV =0.333). I feel motivated to deliver goods safely and on time (mean=4.54; SDV=0.754, as well as I would recommend other drivers to work for Bollore Logistics Uganda had (mean=4.61; SDV=0.684). Then the statement of I plan to continue working with Bollore Logistics in the near future had (mean=4.35;SDV =0.765). Lastly the statement of the company's incentives (financial and non-financial) meet my needs had (mean=4.10; SDV=1.143).

CHAPTER FIVE

DISCUSSION CONCLUSION AND RECOMMENDATIONS.

5.1 Introduction

This chapter presents the discussion of findings, conclusions and recommendations of a study that looked at the effectiveness of incentive programs in enhancing driver performance and retention in the logistics sector a case of Bollore Logistics Uganda. The perceptions of the respondents were critically analyzed in a descriptive manner through frequencies, means as well as standard deviations and the results were outlined in line of the three objectives of the study.

5.2 Discussions

5.2.1 Financial incentives

The first objective of the study was “ to assess the impact of financial incentives on employee motivation and retention at Bollore Logistics Uganda”. The findings revealed that the employees especially drivers felt positively about the financial incentives provided by the company. The highest rated statement among the first objective was “ I am satisfied with the performance-based rewards” which had a mean of 4.64 and a standard deviation of 0.484. This therefore showed a firm and consistent pact among the respondents. Another highly rated statement or theme was “ my salary as a truck driver is fair and competitive “ that scored mean of 4.31. However statements like “financial rewards motivate me to work harder and stay with the company” scored the lowest mean of 3.93 and standard deviation of 1.053 according to this objective. This elaborates that financial incentives are important and highly valued but to some extent might not be strong enough to work independently to lead to retention.

5.2.2 Non-Financial incentives

The second objective was “to examine the role of non-financial incentives like recognition, career development in improving driver job satisfaction.

According to the study findings, revealed to be of more importance in motivating performance thereby increasing their performance. The best rated theme in the study was “the company provides a safe and supportive work environment” which out scored with a mean of 4.75 and standard deviation of 0.436. Other highly rated themes were “ I feel recognized and appreciated by my supervisors” with a mean of 4.61 and standard deviation being 0.515 and “I am supported

in balancing work and personal life” having mean of 4.63 and standard deviation of 0.537. “There are high chances for promotion or career growth” scored a mean of 3.75 and standard deviation of 1.185 scored the lowest there fore revealed that there are slightly opportunities to develop professionally in the long term.

5.2.3 Motivation and Retention

The third objective was “to assess effectiveness of Bollore Logistics Uganda's current incentive programs in addressing both hygiene factors and motivators for their drivers”. The combination of both financial and non-financial incentives revealed to have a strong impact on employee retention which is through their motivation. A large number of respondents agreed to the theme “I enjoy working at Bollore Logistics Uganda” that had a mean of 4.88 and standard deviation of 0.333 and other highly rated themes involved “I feel motivated to deliver goods safely and on time” with a mean of 4.54 and standard deviation of 0.754, “I would recommend other drivers to work for Bollore Logistics Uganda” had mean of 4.61 and standard deviation of 0.684. The lowest ranked theme “the company’s incentives (financial and non-financial) meet my needs had mean of 4.10 and standard deviation of 1.143. These findings elaborated that however much most of the workers were contented and satisfied with both financial and non-financial incentives, some felt like their needs were not sufficiently being met.

5.3 Conclusion

The findings of this study reveal the advantage of non-financial and financial incentives in enhancing employee (drivers) motivation and retention in Bollore logistics Uganda. Monetary incentives for example performance based incentives and salaries payed on time are strong motivating factors however they cannot work independently and therefore work when supported with other things. Non-financial incentives to be specific a good working environment, work life balance and being recognized by supervisors showed stronger impacts on employee satisfaction and engagement. It is also evident that while compensation is important, opportunities for career growth and development, respect are also highly valued by employees (drivers). Therefore a top-tier incentive strategy that involves both financial and non-financial incentives is essential to improve employee performance and retention.

5.4 Recommendations

Based on the study findings, the following recommendations are proposed for Bollore Logistics Uganda to improve career development opportunities and ensure transparency in the promotion policy, introduce more non-financial incentives for example certificates, appreciation letters and so on. The company should also examine their financial incentives policies making them fair for every employee and introducing new financial incentive models for example loyalty bonuses for long service employees. Continue to regularly hold employee feedback sessions and the information can be used to draft better and targeted incentive structures.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Introduction

Hello, my name is Nankunda Josephine, a student at Uganda Christian university pursuing a bachelor's degree in Procurement and Logistics. I am conducting a research study as part-fulfilment of the requirement for the award of Bachelor's Degree. My area of research interest is "The Effectiveness of Incentive Programs in Improving Driver Performance and Retention in the Logistics Industry: A Case Study of Bollore Logistics Uganda".

You were chosen as one of the resourceful and core respondents for this research and am humbly requesting you to donate some of your precious time and participate in this research by filling out this questionnaire.

Notice, what you are providing hereafter is information that shall be kept safe and in privacy and will be used only for academic purposes along with other reasons except contributing towards enriching knowledge within Enhancing Driver Performance and Retention in the Logistics Business.

Target Respondents: Logistics Drivers at Bollore Logistics Uganda

Instruction on section B to D: Please rate each statement on a scale of 1 to 5, where:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Section A: Demographic information

No.	Question	Response
1	Age	_____ years
2	Gender	() Male () Female () Other
3	Educational level	() Primary () Secondary () Tertiary () Other: _____
4	Years of Experience in the Logistics Sector	_____ years
5	Position/Job Title	

Section B: Financial Incentives

Statement	1	2	3	4	5
My salary as a truck driver is fair and competitive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive bonuses and allowances for extra trips or good performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the performance-based rewards (e.g., safe driving, timely delivery bonuses).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial incentives motivate me to work harder and stay with the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Payment is done in time and accurately at Bollore Logistics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C: Non-Financial Incentives

Statement	1	2	3	4	5
I feel recognized and appreciated by my supervisors for the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have opportunities for training (e.g., safety, defensive driving).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are chances for promotion or career growth within the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am supported in balancing work and personal life (e.g., rest periods, time off).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company provides a safe and supportive work environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D: Motivation and Retention

Statement	1	2	3	4	5
I enjoy working at Bollore Logistics Uganda.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel motivated to deliver goods safely and on time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company's incentives (financial and non-financial) meet my needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I plan to continue working with Bollore Logistics Uganda in the near future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would recommend other drivers to work for Bollore Logistics Uganda.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>