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Evaluation on the Impact of Motivation on Employee Performance: An Assessment of Timber Milling Industry in Zimbabwe

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ABSTRACT

Motivation is considered as the force that drives employees towards attaining specific goals. The main purpose of this study was to establish the impact of motivation on employee performance and discuss the factors that motivate employees in the organisation. The study was prompted by low performance by employees, failure to address motivational factors, failure to establish the benefits of motivation in the organisation and how motivation impact on performance. The main objective of the study was to establish the impact of motivation on employee performance and the effect of motivation on employees. The mixed methods research, which is a combination of quantitative and qualitative approaches, were used to establish the effect of dependent variables on performance. The three branches of philosophies namely ontology, epistemology and axiology, which are the methodological rationalism approaches brought in the philosophical alignment. The target population was composed of 175 employees and the sample size was 60 employees. Questionnaire was used as a research instrument to gather the necessary data for the study. Mean and standard deviations were used to find out the extent of agreement by respondents and establish if the results could be trusted and generalised. The findings revealed that promotion and advancement, job security, recognition, relationship with management and being involved in decision making played significance roles in the performance of employees. Salary and wage adjustments were also important to reduce labour turnover. The findings revealed that the relationship of motivation and performance of employees proved to be positive basing on the dependent variables researched on. This included motivation, training, resources, work environment, performance management and leadership styles. It was recommended that management adjust their way of operations to improve performance of employees.

Keywords: Motivation, performance, productivity, labour turnover, Equity, and promotion.

INTRODUCTION

The focus of this research was on the impact of motivation and performance of employees in the timber milling industry in Zimbabwe. According to Chaudhary and Sharma (2012) motivation was described as intrinsic and extrinsic motivations that stimulate desire and energy in people to be continuously interested and committed to the job. Employees in an organisation are important resources regarded as assets that should be motivated to meet organisational goals. Shafighi (2013) stated that competences and performance of employees depend on strategies of motivation employed by the organisation and its leadership.

The performance is usually measured through production, revenue generation, service delivery, quality of work, profitability and work rate. According to Kaplan and Norton (1996) cited that a Balanced Score Card (BSC) is used to measure and evaluate how one is performing in one's role and identify gaps where training maybe required for employees to improve their performance. Kaplan and Norton, (1996) defined performance management system as the means by which managers ensure those employees' activities and outputs are in line with the business' goals. The process could involve managers clarifying responsibilities, defining and agreeing on targets and standards of performance.

When the exercise is conducted properly, performance management system serves the purpose of showing employees how to improve their performance, setting goals for employees and helping managers to assess subordinates' effectiveness (Hawkins, 2015). This will also help in taking actions related to hiring, promotions, demotions, training, compensation, job design, transfers and terminations.

Timber Milling Industry is involved in timber processing and value addition of timber. Timber milling involves manufacturing and sales of a range of timber products which include trusses, mouldings, doors and window frames among many other products. The company under investigation had a total workforce of 175 employees. The company used to have 250 employees at its pick of production and before some employees were either laid off, resigned or left the company on their own due to various challenges. Low performance and economic hardships resulted in the company making a decision to cut down on employees. Working capital constraints, absenteeism, low profits, overtime frequency rate, low motivation and poor employee performance have been some of the Timber Milling companies' major challenges.

The downsizing trajectory of Timber Milling Companies since 2015 made it necessary for the researcher to conduct this research to find out if the company had any survival strategies that would improve the employee performances. There are no or little rewards for high performers and no punishments for non-performers. This made it necessary for the researcher to carry out a research on motivation and employee performance.

According to Chintalloo and Mahadeo, (2013) when performance is high, productivity improves; the business expands leading to improved business performance. It is therefore significant to note that the availability of well-motivated employees is central to improving business goals. It is also important to find ways of reducing overtime as overtime frequency can result in tiredness, fatigue and lack of effectiveness resulting in unmotivated employees. Even with the best strategy in place and an appropriate organisational architecture, an organisation will only be effective and efficient if its workers are motivated to perform at a high level (Chintalloo and Mahadeo, 2013).

The key challenge to managers in both small and large companies is to encourage employees to perform at a high level (Jones et al, 2000). According to Pate, (1998) the study of motivation is concerned with why people behave in a certain way. The underlying issue is that despite numerous studies conducted on motivation, managers still are not close to understanding employees' motivation than their colleagues of fifty years ago. Motivation has the role to develop and intensify the desire of every staff to work effectively and efficiently in his or her position. Although money occupies a major place in the mix of motivators, money alone cannot motivate employees well to work unless it is coupled with other non-monetary motivators (Frey and Osterloch, 2002).

It involves determining how well or poorly a person has accomplished a job. Grant (2008) stated that considering all things being equal, one would expect a highly motivated employee to deliver high quality service than those with poorly motivated workforce. Grant (2008) went on to say that not all things are always equal because so many factors affect performance which include personality, job design, availability of resources, working environment and leadership style. To attain high level of performance as a manager, you must be aware that you and your employees have the ability, motivation and the resources to meet objectives. When performance is not at the standard level as above, you must determine which performance factor needs to be improved and improve it (Lussier, 2005).

There are many theories of motivation that include the content theories and the process theories. Content theory focuses on what motivates employees and was propounded by researchers such as Maslow (1998), McClelland (1988) and Herzberg (2003). Vroom (1969), Adams (1965), Locke and Latham (1990) wrote on process theories and focussed on how motivation occurs. Reis and Pena (2001) questioned whether motivating employees to work in the 21st century with theories conceived during the past fifty years are feasible to the current situations.

However, the Chartered Management Institute (2001), agree that the theories are still relevant to the current situations and working environment. Writers such as Roche and Mackinnon (1970) suggested that leadership styles and freedom given to employees are significant in motivating employees. Lutham and Stajkovic (2000) and Armstrong and Murslis (2004), held the view that recognition can be used to motivate employees to perform well whilst Oldham and Hackman (2010) and Lawler (2008) suggested that job design play a pivotal role on employee's behaviour.

The discussion above shows that when looking at employee performance, you need to consider all factors that cover the organisation. The term motivation is basically derived from the word motive (Chaudhary and Sharma, 2012). The meaning of the word motive is wants, desire, and needs of the people. Employee motivation is the procedure in which the organisation should motivate their employees in the form of bonuses, rewards, and some other incentives to attain organisational goals. London (2001) said every employee in an organisation is inspired by various leadership styles that motivate them when they are at work. Luthans (1998) explained that motivation is the procedure that energises, stimulates, and direct actions and performance. This is very important for employees to improve their performance at work.

As much as the organisation can simply transfer their services, goods, needs and materials to some other countries or to some other organisations but human capital is the only main asset which is not easily replaceable or transferrable. At the same time, human resource is the most significant or very economical resource that cannot be replaceable in any organisation. Therefore, the best strategy for attaining organisational goals is for organisations to motivate their workers. Motivation is therefore, the inner power that pushes employees to achieve the organisational and personal objectives (Reena et al 2009).

According to Cole, (2009) motivation is about what energises an individual to work in a specific method with a certain quantity of determination. Motivation therefore supports employee performance and increases the productivity of employees. One of the most significant motivational factors is money (Akintoye, 2000). The motivation approaches accomplish the wants and needs of the workforce, and in return the workers repay it through hard work.

Siagian and Sondra (2009) expressed that in order to manage a company effectively, managers must think about how they hire, train and reward their employees so that employees can be encouraged to be competitive at their work places. One of the main management strategies of the organisation is to invest in employees. Organisations seek to develop, motivate and increase the performance of their employees in a variety of human resources applications (Gungor, 2011). Naturally, motivation is an intellectual determination that develops the conduct of an employee to have the desire to work hard for the organisation. This is supported by the previous studies that emphasised that motivation can affect employee performance positively as highlighted by (Colquit et al, 2009).

Chaudhary and Sharma (2012) highlighted that motivation has a direct impact on the employee performance by making high profit, improved productivity, profitability, growth, and improve on teamwork for the organisation. This means that when considering motivation as a strategy for employee performance, one needs to focus on the theoretical framework of employee performance. This include the leadership styles, performance management systems to measure and evaluate the performance of employees, training of employees to improve on their skills and bring back employee confidence and availing appropriate resources. This is supported by Cronje, (2001) who believed that in order to motivate employees to perform efficiently and effectively there is need for employees to be provided with appropriate training, evaluation and monitoring of employee performance and provision of the necessary resources. It is against this background that the researcher seeks to determine the impact of motivation on employee performance.

Problem Description

Timber Milling Companies continue to experience low employee performance that manifests itself in the form of absenteeism, overtime frequency, low productivity, poor product quality, lack of resources, job insecurity, disgruntled employees, poor working environment and re-works due to unmotivated workforce that fail to apply itself fully in job tasks assigned to them. Employee motivation is low because of low salaries compared to other organisations, commute long distances and lack of other incentives. Motivation is the hinge of success for timber milling industry. Researchers have conducted studies on performance management systems but little has been done on how motivation impacts on employee performance in the timber milling industry. Basing on this background the researcher is interested in conducting an investigation on the impact of motivation on employee performance so as to close this research gap.

The research study will contribute to the body of knowledge surrounding motivation and determine if specific employee performance related to motivation can motivate employees. Motivation has been studied for many years like any other managerial topics, yet social scientists still cannot clearly identify all components of employee motivation (Pinder, 1984). What factors motivate employee remains a question unanswered by past research studies. Managers and organizations also seem to have a misconceived notion regarding what motivates employees and often attempt to motivate employees through insignificant ways (Cheney, Christensen, Zorn and Ganesh, 2004). Therefore, the goal of this research study is to answer the over asked question: How are employees across organizations motivated to perform to maximum capacity? The study will therefore, establish the impact of motivation on employee performance and create a productive and favourable working environment in the organisation that will attract employees.

Objectives of Research

1. To examine the impact of motivation on employee performance.
2. To establish motivational factors that influence performance of employees.
3. To determine the relationship between motivation and employee performance.
4. To analyse the benefits of motivated employees.

MATERIALS AND METHODS

The study gave an insight into the research methodology that was adopted and how the data was collected and analysed. It was shown in the previous study that, there were grounds for proposing that motivation had an effect on employee performance. Aspects such as the research design, sample design, data sources and data collection instruments used were the focus of this research. The researcher chose descriptive survey research as the research design because of the nature of the research. Balcombe et al (2015) asserted that a research design was a strategy and arrangement of research that try to answer a phenomenon under research. It shows the way to proceed and align the strategies or actions that the researcher would perform. Research design is a way of collecting, measuring and analysing data. Saunders et al (2019) stated that the research design helped a researcher to determine which research methods would be appropriate for a particular study. Research designs can be classified into exploratory, descriptive and explanatory research. According to Saunders et al, (2019) descriptive research is the best way of finding out what is happening, to ask questions and to assess phenomena in a particular study. This is a useful research design if one wants to clarify the deep meaning of the problem. Descriptive research is not intended to provide conclusive evidence but help scholars to have a better understanding of the problem (Saunders et al, 2019).

According to Saunders, (2019) stated that philosophy was the systematic inquiry into the principles and presuppositions of any field of study. Saunders (2019) explained the three branches of philosophy which are the ontology, epistemology and axiology. Ontology involves the philosophical study of the nature of being, becoming, existence or reality. The epistemology involves the theory of knowledge, especially with regard to the methods, validity and scope of the study Saunders (2019). Axiology is the philosophical study of value as well as ethics involved in the study. The significance of the study lies on the unification that it provides for the study of the variety of questions which made this researcher more interested.

The ontology, epistemology and axiology philosophies are said to be the hammer of truth as a methodological rationalism approach to the study (Saunders, 2019). Since credible thinkers were advised to adopt rationality assumptions, the researcher was therefore attempted to use this philosophy as a way to bring out the truth and reality of the study. The researcher therefore adopted research philosophies which was mixed methodology which involved the quantitative and qualitative methods.According to Wyk, (2017) quantitative research method was associated with deductive approaches which are based on logic and qualitative research method was associated with inductive approaches based on empirical evidence and supported by other scholars. According to Saunders et al, (2019) stated that a mixed research was where a researcher or a team of researchers combine elements of quantitative and qualitative research methodologies basing on the nature of the research.

To this end a mixed method research was used to obtain information on the effect of motivation on employees' performance. The major reasons to use a mixed method were to form triangulation, complementarities and expansions as stated by (Creswell, 2018).

According to Creswell, (2018) triangulation involves reviewing and analysing evidence from multiple researchers such that a study's findings are based on the convergence of information. Complementarities mean that overlapping and different facets of a phenomenon may emerge. Then expansions show that information should add scope and breadth to the study.

To illustrate the ontology, epistemology and axiology (OEA) philosophies, figure 1. was used to show the philosophical alignment. This was where the hammer of truth added accuracy and showed those ontology, epistemology and axiology approaches.

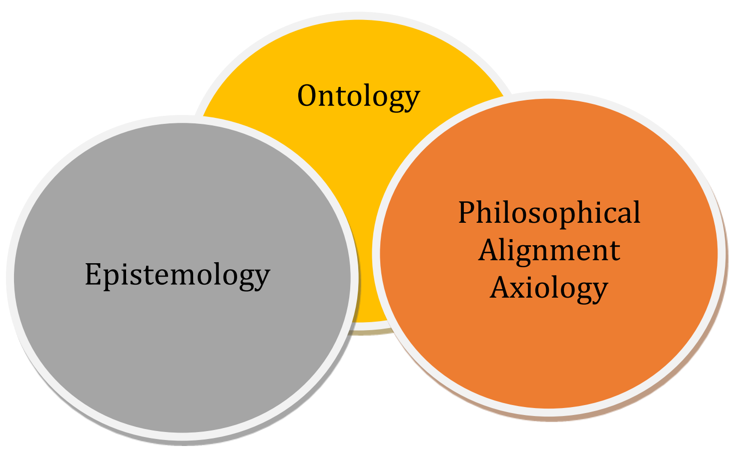

Figure 1: Hammer of truth philosophical alignment
Source: Saunders et al (2019)

The researcher used the inductive research approach. Saunders et al (2019) stated that inductive was a research for which the purpose was to produce accurate information for the study. The conclusions reached were certain, inevitable and could not be avoided. Inductive research was more suitable to the descriptive survey research because the research involved a mixture of quantitative and qualitative methods.

The population of interest in this study were all employees from Timber Milling Industry. This involved employees from finance, production, and administration, sales and management team. The population size for the organisation was 175 employees. The quantitative method used 150 employees as the population size from which a sample of respondents for questionnaires was selected. Wyk (2017) stated that sampling involves the study of a relatively small group of elements selected from a large population. It was not feasible to study the whole population due to time and budget constraints. The researcher used the non-probability sampling as this gave an equal chance of one being selected for the study.

This was in agreement with Saunders, (2019) who stated that with non-probability sampling, the chances of each element being chosen from a population was not known and every element had opportunities of being chosen unlike in probability sampling. Therefore, a sample of the population was used to make inferences about the whole population.According to Cohen, (2015) postulated that a sample is a division of the population of elements in a given area. However, Schindler and Donald, (2011) argued that using a sample may affect the accuracy of information to a certain extent thereby affecting the reliability and validity of information. It is therefore recommended that specific methods be used to improve the reliability and validity of data collected.

Arain et al (2010) pilot study was a min-version of a full scale study or a trial run done in preparation for a full study. A pilot study therefore, can be defined as a pre-testing of the questionnaires. The advantages of a pilot study are that necessary changes can be made on the research instruments so that the main research will have minimal problems and mistakes (Saunders et al, 2019). Pilot study was done to measure the time that can be taken by respondents to answer the questionnaires.

The researcher used the Drop Off and Pick Up approach to administer the questionnaires. According to Quan-Hoang et al, (2018), data collection procedures are steps followed in the process of gathering and measuring information on targeted elements in an established system. This then enables the researcher to answer research questions and evaluate research results. The researcher selected a sample of 60 employees. The researcher explained to the respondents the purpose of the study and asked for their co-operation and participation. The researcher distributed 60 questionnaires to the selected sample.

After the collection of data and plausible checks were conducted and inconsistent data was cleared. Quantitative and qualitative approaches were employed in the analysis of data using the SPSS system. Quantitative analysis is the use of diagrams that show the frequency of occurrences and use of statistics to enable comparisons. This helps in establishing relationships between variables to complex statistical modelling (Saunders et al, 2019). Data for the various research questions were analysed using SPSS showing percentages to show the distribution of opinions and perceptions of respondents. The statistical summaries of the results were presented in the form of percentages and tables using computer data analysis package for social science (SPSS) to help interpret the results. Statistical parameters like mean and standard deviation were used to establish centrality and dispersion of data.The results obtained from the research were to be ethical and the researcher assured respondents of high confidentiality and anonymity on the data they were going to give.

RESULTS AND DISCUSSION

Questionnaire Response Rate and Gender composition

Itshowshow successful the researcher was in gaining the cooperation of potential respondents in a sample. A poor response rate may increase the likelihood of a response error. Low response rate, therefore, may weaken the ability to generalise to the target population.Salant and Dillman (1994) as cited in Needham (2007:189) stated that response rate less than 60% for a general population survey should raise a red flag.

Dolson and Machlis (1991) as cited in Needham, (2007:189) recommended response rate of 65% and above. The response rate was 100%, and according to the general opinion of various scholars like Needham, (2007) it was a complete response rate and can be adopted as high and full representative of the target population. A questionnaire was said to have been responded and completed if more than half of the questions were answered.

Table 1: Response rate and gender respondents

	Expected Response	Actual Response	Non-Response	Response Rate (%)
Questionnaires	60	60	0	100
Gender	**Frequency**	**Percentage (%)**	**Valid %**	**Cumulative %**
Male	49	82	82	82
Female	11	18	18	100
Total	60	100	100	

Source: Survey (2024)

The following pie chart shows male and female representation in percentages.

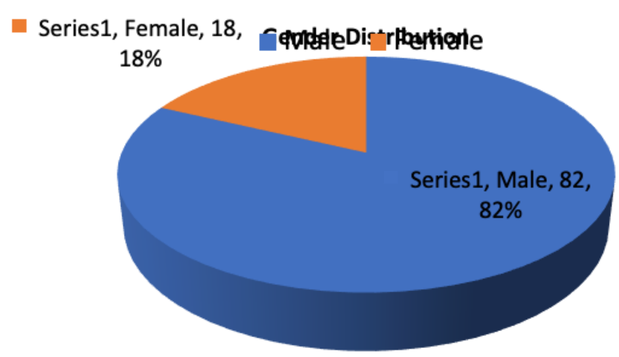

Figure 2: Gender respondents

Source: Survey data (2024)

The data presented above showed that male employees formed the majority with 82% while female employees were represented with 18%. This implied that Timber Milling Industry was not gender biased in its employment but rathermale dominated over their female counterparts maybe because of the nature of the industry.

Age of Respondents

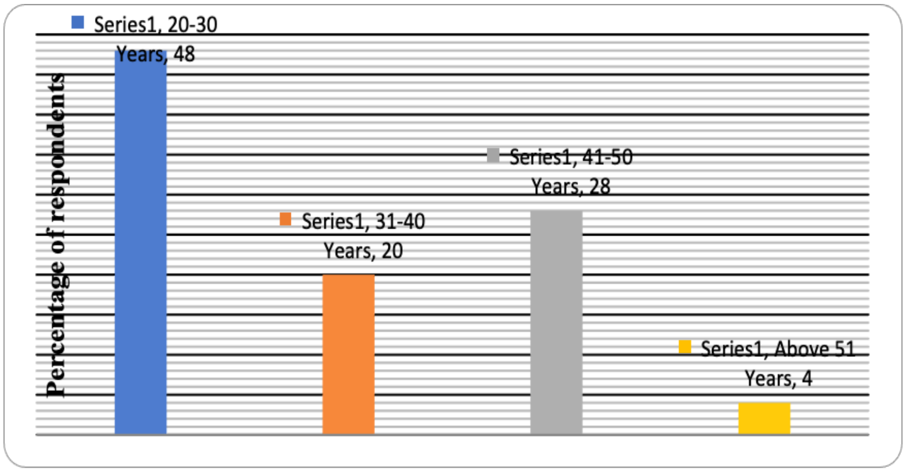

Figure 2: Age distribution
Source: Survey data (2019)

From the data presented above it showed that 48% of respondents were between 20-30 years and 20% were 31-40 years of age. Then 28% were from 41-50 years and those above 51 years were 4%. This meant that Timber Milling Industry had young and energetic employees and were ready to serve for long time provided they were motivated enough to stay. The company was also supported by experienced employees who were in the range of 41 to 50 years of age who gave support to the young employees. The needs of employees in this age bracket were to satisfy the lower level needs which were the physiological needs, safety needs and social needs to be predominant before the higher level needs as proposed by Maslow (1998) hierarchy of needs.

Table 2: Highest Educational Level

Qualification	Frequency	Percentage (%)	Valid %	Cumulative %
High School	17	28	28	28
Certificate	33	55	55	83
Degree	5	8	8	91
Masters	3	5	5	96
Others	2	4	4	100
Total	60	100	100	

Source: Survey data (2024)

On the highest qualification, table 2. revealed that 28% completed high school and 55% had at least Certificates. This was followed by 8% employees with Degrees and 5% had Masters then 4% had other qualifications.

Findings from the research showed that it was an educated group of respondents with the highest respondents having at least a Certificate which was relevant to the nature of the industry. The research showed that employees had high potential for growth considering employees' level of education.

Factors That Motivated Employees

The respondents were asked to show their level of agreement or disagreement to the motivational factors and indicate how each factor motivated employees.

Table 3: Financial incentives (Salary, Bonus etc)

Responses	Frequency	Percentage (%)	Valid %	Cumulative %
Strongly Agree	33	55	55	55
Agree	7	12	12	67
Disagree	12	20	20	87
Strongly Disagree	8	13	13	100
Total	60	100	100	

Source: Survey data (2024)

Respondents were asked whether salary motivated them. From the table 3. it showed that 55% indicated that they were strongly motivated by salary and 12% also agreed that salary was a motivator while 20% disagreed and 13% strongly disagreed with the idea that salary was a motivator. In total it showed that 33% disagreed that money was a motivator. This reinforced Herzberg (2003) doctrine that money was not a motivational factor. This showed that in order to improve on employees' performance other non-monetary incentive schemes should be considered to have the necessary effects.

Job Security

In this case respondents were asked to what extent they agreed or disagreed to the effect of job security in motivating employees. The following data was collected and presented in the form of a table.

Table 4: Job security

Responses	Frequency	Percentage (%)	Valid %	Cumulative %
Strongly agree	34	57	57	57
Agree	15	25	25	82
Disagree	6	10	10	92
Strongly Disagree	5	8	8	100
Total	60	100	100	

Source: Survey data (2024)

To the job security table 4. indicated that the majority of respondents agreed with safety needs of Maslow (1998). 82% believed that job security determined their performance because for as long as there was no threat to their work and 18% do not tie performance to job security. This showed that many employees perform well when their work places were not a threat to their work so that they could have free mind to concentrate on assigned tasks. This was therefore, supported by Herzberg (2003) who stated that when job security was absent could lead to dissatisfaction to employees at work citing the hygiene factors.

Effects of Performance Management System in Motivation

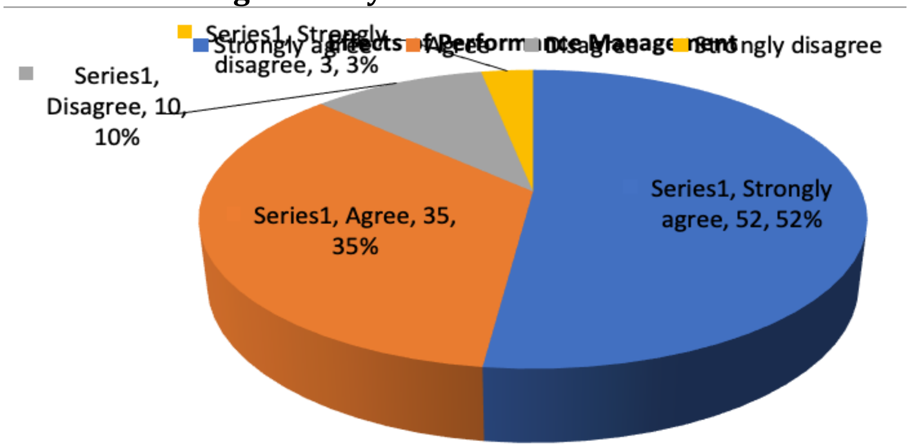

Figure 3: Effects of performance management
Source: Survey data (2024)

The pie chart above showed that 52% were in support of the performance management and 35% were also in agreement with performance management system playing a vital role in the motivation of employees.

However, 10% were against performance management and 3% were strongly against the opinion of performance management system. Since the majority were in favour of the performance management system it showed that employees found performance management system to be very important for the motivation of employees so as to meet the desired performance.

On the Job and Off the Job Training

Table 5: Effects of on the job and off the job training

Responses	Frequency	Percentage (%)	Valid %	Cumulative %
Strongly agree	32	53	53	53
Agree	17	28	28	81
Disagree	4	7	7	88
Strongly Disagree	7	12	12	10
Total	60	100	100	

Source: Survey data (2024)

Respondents were asked whether on the job training or off the job training was necessary to motivate employees. On table 5, 53% showed that they supported the idea and 28% also agreed that training would motivate employees. However, 7% do not agree that training was important and 12% strongly disagreed with training. Judging from the composite results it showed that 81% was in full support of training being able to motivate employees to improve on performance. This implied that regular training was important for the motivation of employees so as to improve performance.

Therefore, management should find ways that make training effective for the organisation.

Recognition at Work Place

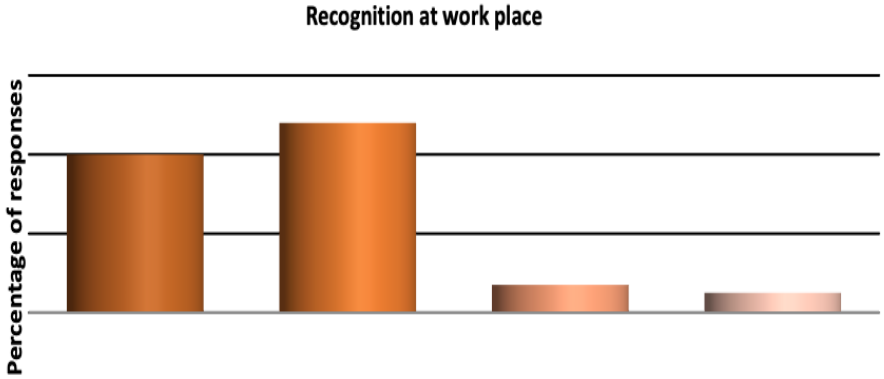

Figure 4: Recognition at workplace
Source: Survey data (2024)

Figure 4 showed that 40% strongly agreed that they become satisfied when they were recognised at work place and 48% also agreed that recognition at work place was important to the motivation of employees. Then 7% disagreed with the idea of recognition of employees and 5% strongly disagreed. This confirmed Vroom (2019) expectancy theory that explained valence as the importance that an individual place on the potential outcome or reward that can be achieved on the job. This considered the goals and needs of the individual, for example, employees perceived that recognition and reward offered by management was more valuable.

Effects of Motivation to the Organisation

After assessing factors that motivated employees in the organisation, it was prudent to explore the benefits of motivation to the organisation so as to fulfil the objectives of this study. The responses were recorded and presented in form of tables and charts.

Table 6: Increase in productivity

Responses	Frequency	Percentage (%)	Valid %	Cumulative %
Strongly agree	35	58	58	58
Agree	20	33	33	91
Disagree	3	5	5	96
Strongly disagree	2	4	4	100
Total	60	100	100	

Source: Survey data (2024)

After respondents were asked about the effects of motivation on employees' performance, 58% strongly agreed that there was an increase in productivity while 33% also agreed that productivity would increase. However, 5% disagreed and 4% strongly disagreed that motivated employees increased productivity.

Since the majority of employees which made up 91% agreed, it showed that productivity would increase with motivated employees thereby improving the rate of performance from employees. This supported the notion that productivity was the overall input over the overall output as stated in (Robins, 2018). The statistics showed that motivation played a pivotal role in organisational productivity and therefore, should be encouraged if the organisation was to improve on performance.

Table 7: Low Turnover rate

Responses	Frequency	Percentage (%)	Valid %	Cumulative %
Strongly agree	13	22	22	22
Agree	26	43	43	65
Disagree	13	22	22	87
Strongly disagree	8	13	13	100
Total	60	100	100	

Source: Survey data (2024)

Table 7 showed that 22% of respondents strongly agreed and 43% agreed that if there were unmotivated employees there would be high turnover in the organisation. While 22% disagreed and 13% strongly disagreed that unmotivated employees would result in high turnover. Although the majority of employees felt that motivation was important to reduce turnover rate but management should be concerned about those who were against the statement as it was composed of 35% which is a big figure. This meant that the organisation was composed of mixed employees thus young generation and old generation. The young generation still had opportunities to move to other organisations thereby increasing turnover rate while the old and experienced employees were concerned about their pension and have no plans to move to other organisations.

Table 8: Promotes teamwork

Responses	Frequency	Percentage (%)	Valid %	Cumulative %
Strongly agree	30	50	50	50
Agree	22	37	37	87
Disagree	5	8	8	95
Strongly disagree	3	5	5	100
Total	60	100	100	

Source: Survey data (2024)

Respondents indicated on table 8 showed that 50% strongly agreed while 37% agreed that motivation had an impact on employees' teamwork resulting in improved performance. Then 8% disagreed and 5% strongly disagreed that motivation could promote teamwork among employees and as such did not have an effect employees' performance. Since the majority were in support of motivation playing a role in promoting teamwork, it was in agreement with Maslow (1998) hierarchy of needs where he emphasised on the social needs.

Table 9: Company growth

Responses	Frequency	Percentage (%)	Valid %	Cumulative %
Strongly agree	38	63	63	63
Agree	16	27	27	90
Disagree	4	7	7	97
Strongly disagree	2	3	3	100
Total	60	100	100	

Source: Survey data (2024)

Table 9. above showed that 63% strongly agreed and 27% also agreed that motivation determined company growth and could be as a result of high performance by employees. Only 7% disagreed and 3% strongly disagreed that motivation had an effect on the effect of company growth. However, the majority of respondents supported motivation having a strong effect on the growth of the company showed that employees need to be motivated to improve on their performance so as to meet the company growth. This showed that there was a strong relationship among motivation, performance and company growth as supported by data presented on table 9.

Table 10: Improves equity

Responses	Frequency	Percentage (%)	Valid %	Cumulative %
Strongly agree	21	35	35	35
Agree	22	37	37	72
Disagree	7	12	12	84
Strongly disagree	10	17	17	100
Total	60	100	100	

Source: Survey data (2024)

Data presented on table 10. above indicated that 35% strongly agreed that equity was important and 37% agreed that equity could improve the performance of employees. This made a cumulative percentage of 72% supporting the suggestion that if equity was practised in the organisation then performance was to improve. However, 12% were against the statement and 17% strongly disagreed as well. This means that a cumulative of 29% who went against the statement may not be sure of how equity would improve their performance as they do not know whether there was equity or no equity in their organisation.

However, since the majority of employees supported equity it means the human resources management should uphold the system so as to improve organisational performance.

Table 11: High Profit

Responses	Frequency	Percentage (%)	Valid %	Cumulative %
Strongly agree	35	58	58	58
Agree	18	30	30	88
Disagree	3	5	5	93
Strongly Disagree	4	7	7	100
Total	60	100	100	

Source: Survey data (2024)

The respondents indicated that 58% strongly agreed and 30% agreed that motivated employees would have an effect on the performance of employees resulting in high profit for the organisation. However, 5% disagreed and 7% strongly disagreed with the idea that motivated employees would increase profit as a result of improved performance. This showed that the majority of respondents were in agreement that high profit can be achieved through motivated employees which were the major reasons for the existence of the organisation. If the organisation prioritises profit making it was important for management to work on strategies that improve employee performance so that high profits could be achieved as stated by (Burchard, 2017).

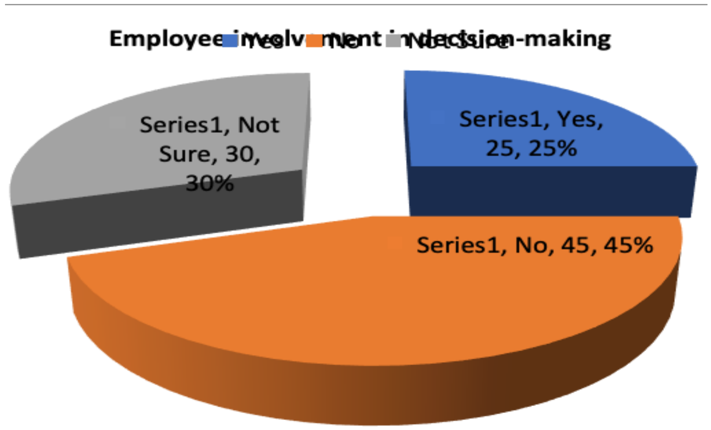

Figure 5: Employee involvement in decision making

Source: Survey data (2024)

The data presented in figure 5. indicated that 25% of respondents were in agreement that they were involved in decision-making and 45% indicated that they were not involved while 30% were not sure whether they were involved or not. The majority felt that management were not involving them in crucial decision making which showed that some employees were not motivated enough to participate in decision-making. The results showed that respondents did not participate in decision-making in order to complete assigned tasks.

Factors That Motivate Employees in The Workplace

When interviewees were asked about the factors that satisfied them and make them put extra effort, the following factors were presented by the interviews; personal growth, recognition, salary according to job profile, good relationships with peers and management, promotion, achievement, teamwork, opportunity for advancement and work environment.

The responses given above reaffirms Herzberg (2003) well known approach which was known as the motivator-hygiene factor which stated that there were factors associated with job satisfaction (motivation factors). These were factors that were related to the content of one's job and were necessary to maintain a reasonable level of motivation among employees, such as the personal growth, opportunities for advancement, recognition, training, working environment and respect of each other.

When interviewees were asked about the factors that led to dissatisfaction the following factors were raised; inadequate salaries, poor working environment, poor leadership styles, lack of training, poor relationships with management and peers, lack of job security, and this was in agreement with quantitative approach (survey data, 2019)

The factors that motivate employees were therefore presented in figure 6. below. This also showed how they were related to performance of employees in the organisation. This was shown in form of a conceptual framework.

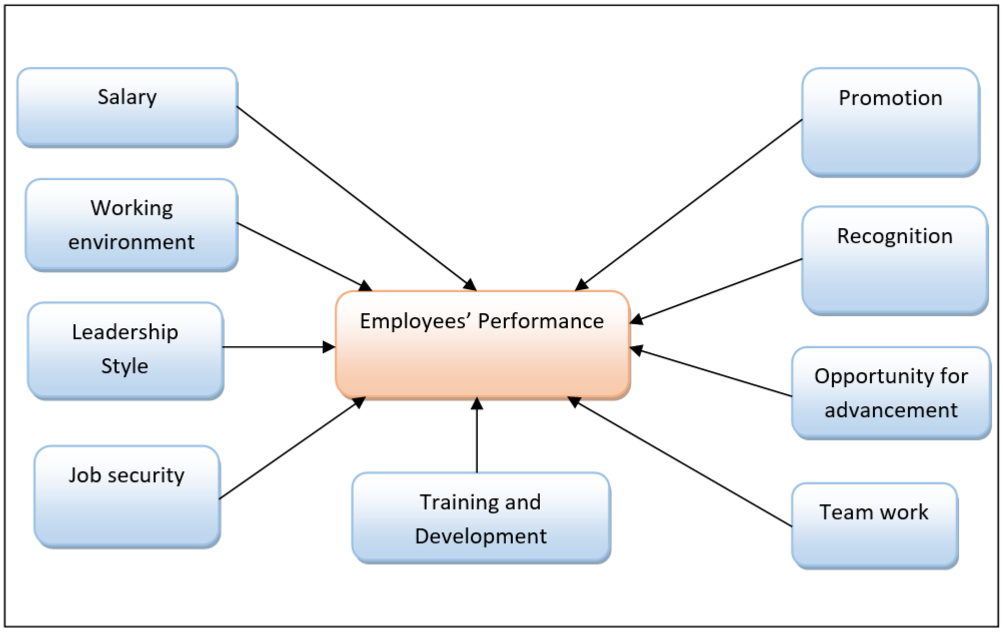

Figure 6: Motivational factors
Source: Survey data (2024)

CONCLUSION

The research study results were based on the objectives of the study and this can be concluded that financial incentives, job security, promotions and advancement opportunities, appreciation for work done or recognition, and other factors were the major sources of motivation. The findings indicated that the results were positive as motivation resulted in high performance of employees.When looking at the employees' satisfaction it can be concluded that as much as promotion and opportunity for advancement, appreciation or recognition, good relations with peers, provision of leaves and other factors motivated employees. The results established that performance determinants such as working environment, financial incentives, job security, job designs, and other factors combined with favourable motivational factors had impact on performance. Therefore, there was a positive relationship between motivation and performance. The results from this study indicated that all the objectives of the study were achieved.

RECOMMENDATIONS

1. The study revealed that motivation levels were low especially in the areas of salaries. It is therefore important that management consider as a matter of urgency, the need to make upward adjustments in terms of salaries and wages so as to reduce high turnover and improve performance of employees.
2. The findings also revealed that the relationship between management and subordinates were not the best for quality performance. It is therefore recommended that the human resources department educate their management on human relations to reduce the power distance between superiors and their subordinates to ensure motivation of employees.
3. The research study revealed that productivity in the organisation was relatively low as the organisation failed to meet the demands from customers due to shortage of

material resources. It is therefore recommended that management source for the required resources to meet the demands from clients.

4. The study also revealed that there were low or no on the job and off the job training being practised. It is therefore recommended that there should be regular In-service training for new and existing employees so that they improve and develop their practical and managerial skills.

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CONFLICTS

The Author declare no conflicts of interest regarding the publication of this paper

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