

## **An Assessment of the Role of Motivation on Employees' Job Performance**

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### **Abstract**

The aim of this research paper is to assess the effect of motivation on job satisfaction and lead to employee performance by the case organization, St Mary's University. Motivational factors (monetary incentives, promotion, achievement and recognition, job security, and working condition) are assessed in order to find the effect of motivation on job satisfaction. The study takes job satisfaction as a mediator between motivation and employee performance. The study was conducted based on the data gathered from St Mary's University different staff. A mixed research approach was used to answer the research questions that emerged through the review of existing literature and the experiences of the researcher in respect to effect of motivation on job satisfaction and lead to employee performance. The study statistically analyzed data obtained from the survey questionnaire. A research framework developed based on Herzberg Two Factor Theory and modified by the researcher is used to guide the study. The result of the study indicated that job satisfaction highly leads employees to performance; in other words, job satisfaction is a significant and strong mediator between motivation and employee performance. However, employees are not satisfied and motivated with the current procedure carried out by the Institution. It is revealed that they are mostly not satisfied with the salary, the promotion, and recognition and job security practice of the University. The study suggests different measures including drafting and implementing clear and appropriate career advancement procedures, and providing proper and timely recognition as part of the system.

**Keywords:** Motivation, Job Satisfaction, Employee Performance, Monetary Incentives, Promotion, Achievement and Recognition, Job Security and Working Cond

### **Introduction**

The role of motivation on employees' work performance in an organization has been developed as a tool, throughout the world during the era of human resource management, proposed to promote the organization's efficiency and performance. Motivation plays a key role in employees' job performance in any organization (Calder, 2006). Employees' motivation has been a long concept in human resource management and has drawn more attention as a central research topic for scholars and practitioners (Calder, 2006). As a result, a lot of theories and approaches have developed in order to explain the nature of employees' motivation in the private and the public sector. However, most of the previous studies on the role of motivation on employees' job performance describe little of practical application.

In this era of globalization and competition, employee motivation and performance are considered to be the key factors for organization's success (Sakovska, 2012). The employees of an organization are vital for organizational performance (Bennet, 2002). This is also emphasized by Harvey and Brown (2006) who argue that people are the foundation of every organization. Moreover, it is commonly said that people working for an organization and

enhance the organizational performance are the most valuable, the costliest, and the most volatile of all the resources. Organizations need motivated people to get things done (Bennet, 2002; Khan, Farooq and Ullah, 2010).

Human resource managers most often, fulfill their organizational goals through the work of employees. Therefore, managers need to have highly efficient and productive staff members. Although many factors contribute to productivity, job performance is viewed to be the most influential one. Job performance itself is a function of four variables: ability, understanding of the task, environment, and motivation (Mitchell, 2000).

While most organizations see a clear need to improve employees' performance, many have yet to motivate their employees to achieve this goal. However, a number of companies are gaining a competitive advantage through establishing effective motivation practices for overall business performances (Sakovska, 2012). In most organizations, the current leaders are aware that there is much to be done to ensure that they have a focused and highly competitive workforce (Pratheepkanth, 2011). Encouraging the employees to perform highly requires a considerable effort and top management focus, to a large degree, in motivating the employees to give their best (Pinar Gungor, 2011). In order for the organization to compete effectively, managers need to motivate the employees to give their best as part of the most valuable resource unavailable in the company (Sakovska, 2012). The motivation of the employees is the best tool in the company's efforts to gain competitive advantages and stay on board.

However, Torrington, et al., (2009) warns that there is no one reward system either intrinsic or extrinsic that can achieve all the above-mentioned features for all employees to perform well in an organization at the same time since human beings do not perceive things in a uniform manner. Torrington, et al. (2009) recommend that managers are required to weigh up the advantages and disadvantages of each reward system and decide where to put the emphasis on employee performance. On the other hand, the incentive system which includes extrinsic and intrinsic reward systems describes an incentive strategy that brings components such as learning and development together with aspects of the work environment into the benefits package (Khan, Farooq and Ullah, 2010). Hence, for organizations faced with many fluctuations and pressures in today's world, they have to take employees' motivation and performance into their development processes and with the understanding that effective changes will give them the desired performance to accomplish organization goals (Khan, Farooq and Ullah, 2010).

There is need to understand the type of reward systems that employees perceive to be the most motivating in enhancing their performance and how the reward systems can be developed to boost the organization performance. This is because a motivated work force exhibits lots of enthusiasm at the workplace with the potential of accomplishing the organization's goals through exceptional performances (Armstrong, 2001). Cheng (2005) states that the biggest challenge for the management of public sectors today is motivating the employees for enhanced performance by offering better services to meet the customers' expectations. One of the major functions of a human resource manager is to enhance and maintain employees' work motivation. Human resource management's function is to assist the general manager or line

management in keeping the employees satisfied with their jobs by providing motivation of different kinds to enhance their performance.

### **Background of the Organization**

St. Mary's University, established in 1998, is an Ethiopian institution of higher learning located in the capital Addis Ababa. After fifteen years of service as a college first and a university college in 2008, it earned a university status from the Ethiopian Ministry of Education in September 2013.

The University has four campuses in Addis Ababa, 13 Distance Education Regional Centers, and 160 Coordination Offices throughout the country. It has 200 full-time academic staff and 1000 employees. It caters to the needs of six thousand undergraduate students, twenty thousand students enrolled in distance education programs, and two thousand students in graduate programs.

Eight graduate programs are run in partnership with Indira Gandhi National Open University. These programs include Business Administration, Public Administration, Library and Information Science, Sociology, Economics, Commerce, Rural Development and Political Science, in the distance mode of learning.

In the conventional mode of learning, St. Mary's is accredited for ten graduate programs: MBA, HRM, Project Management, Accounting and Finance, Marketing management, Development Economics, Computer Science, Agribusiness, Agricultural Economics and Rural Development. The university has a testing center that provides standardized tests, job placement tests, and international tests such as the IBT- TOEFL and GRE.

### **Statement of the Problem**

This study was required due to the need for human resources management in educational organizations, as the organizations have to be managed effectively and efficiently. The rapid increase of the number of universities, the degree of competition and the continuing increase in employee's turnover and costs of employee's replacement have forced these organizations to aggressively compete for employees. These issues and problems demand that educational organizations continually assess their internal processes and capabilities if they are to remain competitive. According to Armstrong (2007), human resources management can positively contribute to organization performance. Ghafoor (2011) argued that employee's motivation is the most important practice in any organization. In addition to that, Lather and Jain, (2005) proposed that motivated employees are the basis of any organization's performance, because they possess an awareness of specific goals that must be achieved in particular ways and they, therefore, direct their efforts towards achieving such goals.

Muogbo (2013) conducted a study to investigate the impact of employee motivation on organizational performance of 17 selected manufacturing firms in Anambra State. The population of the study was 120. The study used descriptive statistics to answer three research questions posed for the study. The result obtained from the analysis showed that there existed a relationship between employee motivation and organizational performance. The study revealed that extrinsic motivation given to workers in an organization has a significant

influence on the workers' performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommends that all firms should adopt extrinsic rewards in their various forms to increase productivity. Nevertheless, the result cannot be generalized to all countries in the world owing to economic, social and culture differences.

Malik, and Ghafoor, (2011) conducted research by taking a sample size of 103 employees of telecommunication companies and discussed employee motivation, employee performance and organizational effectiveness. The result showed that motivated employees are more productive as compared to de-motivated employees.

Therefore, there is positive relationship between organization effectiveness, employee motivation, and employee performance but there is no stronger relationship between them. For instance, happy employees are more productive rather than productive employees are happier.

Despite the relevance of the study, we still can have different results if we conduct the same study at different locations. James (2014) cited three warning signs of a demotivated workforce which include poor workplace atmosphere, slipping job standards, and decreased productivity. He further stated that if any of these factors is observed to be trending downwards, then there is a great chance that the organization is dealing with a demotivated workforce. Most businesses and organizations, especially manufacturing industries, have failed to recognize the importance of motivation as a concept, be it intrinsic such as employee well-being, relationship with co-workers, relationship with managers, organizational policies etc., or extrinsic such as training and career development, good working conditions, compensation, promotion amongst other factors that enhance, or improve employee performance as well as organizational productivity levels.

Any business organization largely depends on the performance of its employees. Thus, blending the individual goals with organizational objectives for ensuring their commitment to the organization assumes vital importance. Viewed in this context, employee motivation has, in recent time, emerged as an important area of concern. Notwithstanding improved monetary compensation, better job security, good working environment and comprehensive condition of employment, it has been observed that fairly a large majority of the employees are not only unwilling to direct their energies to the attainment of organizational goals but do not also enjoy their job assignment.

As human resources are the most critical elements in any organization, one should seek sustainable motivational program and conducive working environment for the effectiveness of the organization. To assess the role of motivation on employees' work performance in St Mary's University, the role of motivation should be critically elaborated in this study. However, the assessment of the role of motivation on employees' work performance in St Mary's has not been cited by many researchers though some have attempted to discover the causes of employee job satisfactions to human resource management. Therefore, the focus of this study is, to assess the gaps that exist in the role of motivation on employees' work performance in St Mary's University.

## General Objective

The general objective of this study is to assess the role of motivation on employees' job performance in St Mary's University.

## Specific Objectives

The specific objectives of the study are:

1. To determine the relationship between job satisfaction and employee performance;
2. To evaluate employee's perception towards the techniques used to motivate in the University; and
3. To assess the influence of monetary incentives on employee job performance.

## Research Questions

1. What is the relationship between job satisfaction and employee performance?
2. What is the perception of employees towards the techniques used by the University in order to motivate them?
3. What is the influence of monetary incentive on employee job performance?

## Significance of the Study

This research, basically, will benefit the researcher to earn BA Degree and to assess the role of employee motivation on job performance. On the other hand, St. Mary's University can use the recommendations that are going to be forwarded by the researcher to improve employees' 'motivation to increase their performance. It helps the organization to restructure the motivations criteria, and flourish the motivations environments and be able to consider important factors in motivating employees. In addition, this study helps the managers and administrators to understand the needs of their employees and, hence maximize employee effectiveness and efficiency in order for the institution to gain more competitive advantage.

## Methodology

### Research Design

A descriptive research design with mixed approach (qualitative and quantitative data is collected and analyzed) is applied to assess the role of employee motivation on job performance.

### Population and Sampling Techniques

There are a total of 643 permanent employees in St Mary's University. 258 of them are administrative staff (91 male and 167 female) and the remaining 385 employees (288 male and 147 female) are permanent academic staff.

The calculation formula of Yamane (1967) is presented as follows:

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

Where,

n= sample size required

N = number of people in the population

e = allowable error (%)

$$n = \frac{643}{1 + 643(0.07)^2} = 155$$

After calculating the sample size by substituting the numbers into the Yamane formula, the numbers of sample are 155 persons. Convenience sampling technique is used in order to select samples from the population.

### Method of Data Collection

Both primary and secondary data were used in order to collect information. The primary data were collected through close ended and open-ended questionnaires filled by the academic staff, and structured interview to the administrative staff. Secondary data is obtained from different books, publications and website related to the study.

### Method of Data Analysis

Data was analyzed with SPSS statistical software version 23/26 and MS Excel as convenience. A descriptive analysis is done in the form of frequency and percentage. Data is presented in different frequency tables, cross tabulation and chart.

### Data Presentation, Analysis and Interpretation

Under this chapter the data that was gathered from the open and close ended questionnaire distributed to the employees of St Mary's University is analyzed and interpreted.

### Response Rate

As explained in the methodology part of this paper, for 643 population 155 sample size was taken and questionnaire was distributed accordingly. However, out of the total sample size only 126 responses were collected making the response rate 81% which is acceptable to make this study accurate and make generalization.

### Respondents Profile

Presentation of respondent's profile gives readers a chance to analyze the background information of respondents. It also helps the person who reads this paper to assess the mix of respondents in terms of age and sex.

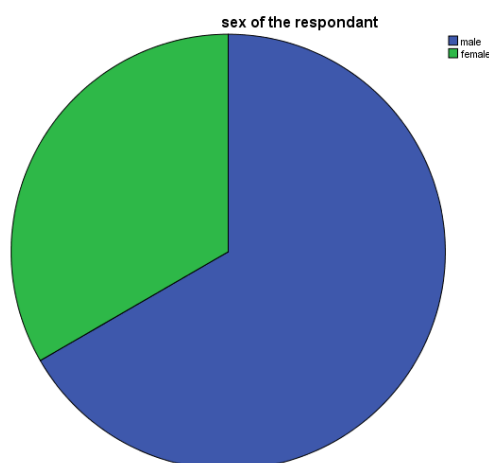
**Table 1: Frequency distribution of demographic variables**

Respondents profile			
Demographic characteristics	Category	Frequency	Percentage
Gender	Male	84	66.7
	Female	42	33.3
Age	24-34	53	42.1
	35-45	43	34.1
	46-56	20	15.9
	>57	10	7.9

Education status	College diploma	4	3.2
	Degree	34	27.0
	Masters	84	66.7
	PhD	4	3.2
Work experience	<2 years	34	27.0
	2-5 years	24	19.0
	5-10 years	50	39.7
	>10 years	18	14.3
Department	Management	35	27.8
	Accounting	37	29.4
	Marketing	35	27.8
	Computer science	0	0
	Tourism	1	0.8
	other	18	14.3

Source: Own survey (2022)

The above table indicates profile of respondents that properly filled and returned the questionnaire. As depicted on the table, the distribution of respondents based on gender is 42 (33.3%) female, and the remaining 84 (66.7%) of the total sample are male. Actually, the number of female respondents who participated in the study is almost proportional, given the total number of female employees in St Mary's university.

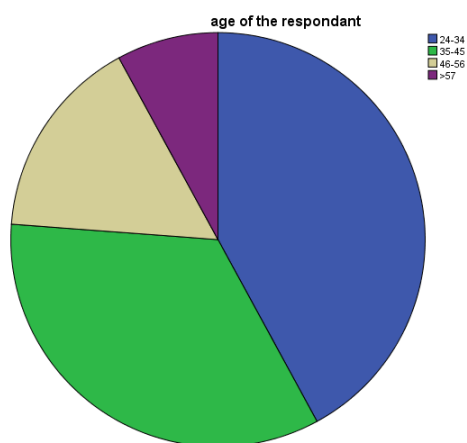


**Figure 1: Sex of respondents**

Source: Own survey (2022)

The distribution of respondents based on age category revealed that the majority (42.1) of the respondents fall within the age range of 24-34 years. The remaining respondents, 34.1%, 15.9% & 7.9% fall in the age of 35-45, 46-56 and >57 years, respectively. This indicates that the university consists of the young generation that has the capacity of doing things effectively.





**Figure 2: Age of respondents**

*Source:* Own survey (2022)

Respondents profile regarding their educational status revealed that the majority (66.7%) of respondents are MA degree holders, and the remaining (3.2%), (27.0%) and (3.2%) are College diploma, BA degree and PhD degree holders, respectively. From this, one can easily understand that the people taken as subjects of the study are capable of understanding and answering the questions provided to them.

Distribution of respondents with regard to years of service in the institution shows us that the majority of the respondents (39.7%) have served the University for 5-10 years and the remaining 27.0%, 19.0%, and 14.3% have service years of 2, 2-5 and  $\geq 10$  years, respectively.

Table 1 also represents the distribution of current department of respondents. The data revealed that the majority (29.4%) are from Accounting Department and the remaining (27.8%), (27.8%), and (0.8%) are from Management, Marketing and Tourism departments. The rest 14.3% are from other departments.

### Descriptive Analysis of Employee Responses

In order to grasp the general perception of respondents on the issue of motivational factors, the research has included the analysis of frequency and percentage for each response.

**Table 2: Employees response on monetary incentives**

Items	Level of agreement	Frequency	Percentage
I feel am being paid a fair amount for the work I do.	Strongly agree	12	9.5
	Agree	39	31.0
	Neutral	15	11.9
	Disagree	42	33.3
	Strongly disagree	18	14.3
	Total	126	100
I earn the same salary and benefits with others doing the same job in other universities.	Strongly agree	16	12.7
	Agree	30	23.8
	Neutral	14	11.1
	Disagree	42	33.3



	Strongly disagree	24	19.0
	Total	126	100
I feel that the existing salary and benefit motivates me to perform well.	Strongly agree	12	3.5
	Agree	42	33.3
	Neutral	20	15.9
	Disagree	26	20.6
	Strongly disagree	26	20.6
	Total	126	100
Salary and benefit increments are made based on the performance results of employees.	Strongly agree	16	12.7
	Agree	32	25.4
	Neutral	22	17.5
	Disagree	34	27.0
	Strongly disagree	22	17.5
	Total	126	100
Performance related incentives improve my work Motivation.	Strongly agree	15	11.9
	Agree	35	27.8
	Neutral	34	27.0
	Disagree	18	14.3
	Strongly disagree	24	19.0
	Total	126	100

Source: Own survey (2022)

As shown on table 2, the respondents were asked to react to five statements related to monetary incentive practices of the University. For the first statement referring to the fair payment by the Institution, 31.0% of the respondents agreed, 14.3% of the respondents strongly agreed to the idea of fair payment. 11.9% of them were neutral, and 33.3% and 14.3% disagreed and strongly disagreed, respectively.

Respondents were asked to rate their agreement/ disagreement on the subject of earning the same salary and benefit with those doing the same job in other universities. 23.8% of the respondents agreed, and 12.7% strongly agreed to the statement. On the other hand, 11.1% are neutral, and the majority 33.3% and 19.0% of them disagreed and strongly disagreed, respectively. This number confirms that employees are not paid fairly when compared to other institutions. Employees expect fairness and equity when being rewarded to behave in a certain way in conformity with organizational goals. Employees should have the perception of being paid the same salary as those doing the same job; otherwise, employees may reduce their effort to perform their job due to their unsatisfied need.

Respondents were asked to show their perception if the existing salary and benefit motivates them to perform well. To this issue, 33.3% and 9.5% of the respondent agreed and strongly agreed, respectively, and 15.9% respondent were neutral. On the other hand, 20.6% of the respondents disagreed and 20.6% strongly disagreed to it. This shows that the majority of the respondents believe that the existing salary and benefit are motivating to perform well in the University.

In order to know their perception about the salary and benefit increment basis of the university, the respondents were asked if they agree that salary and benefit increments are made based on the performance results of employees. The majority of the respondents, 27.0% disagreed and 17.5% strongly disagreed. However, only 25.4% and 12.7% of the respondents agreed and strongly agreed to the statement. The remaining 17.5% were neutral. These numbers show employees' disagreement to the statement. If an organization's salary and benefit increments are not based on the performance of employees, employees will not be motivated to exert more effort to their work because a reward is not going to follow, and according to expectancy theory, individuals make choices based on their perceived expectancy that certain rewards will follow. In addition, in the open-ended questionnaires' part employees were asked about the challenges they faced as a result of motivational implementation in the University. Many respondents raised the issue of performance related benefits and said that the University's benefits are not given based on employee performance. In the institution, every employee may have different performances, but they are equally benefited; this is one of the main challenges faced by respondents.

The respondents were asked to comment if performance related incentive motivates them to improve their work. 11.9% and 27.8% of the respondents strongly agreed and agreed that performance related incentive will motivate them. Only 14.3% and 19.0% of them disagreed and strongly disagreed to this statement. The majority of the respondents, which is 27.0%, were neutral regarding this specific issue. Even if the University makes adjustment in its salary and benefit, and the respondents said they are being paid a fair salary, there is problem related to motivation.

As one can see easily from the table above, the salary and benefits the University gives is not based on employees' performance.

**Table 3: Employees response on promotion**

Items	Level of agreement	Frequency	Percentage
There are opportunities to advance to a better position.	Strongly agree	4	3.2
	Agree	26	20.6
	Neutral	32	25.4
	Disagree	38	30.2
	Strongly disagree	26	20.6
	Total	126	100
Everyone has an equal chance to be promoted.	Strongly agree	4	3.2
	Agree	44	34.9
	Neutral	22	17.5
	Disagree	32	25.4
	Strongly disagree	24	19.0
	Total	126	100
Promotions are performance related.	Strongly agree	9	7.1
	Agree	25	19.8
	Neutral	52	41.3
	Disagree	18	14.3
	Strongly disagree	22	17.5
	Total	126	100
There are good promotion opportunities for employees within the university.	Strongly agree	11	8.7
	Agree	17	13.5

The organization's promotion policy is clearly communicated to all employees.	Neutral	38	30.2
	Disagree	44	34.9
	Strongly disagree	16	12.7
	Total	126	100
	Strongly agree	7	5.6
Promotion is very important to improve my work motivation.	Agree	37	29.4
	Neutral	30	23.8
	Disagree	32	25.4
	Strongly disagree	20	15.9
	Total	126	100
	Strongly agree	21	16.7
	Agree	38	30.2
	Neutral	29	23.0
	Disagree	21	16.7
	Strongly disagree	17	13.5
Total	126	100	

Source: Own survey (2022)

With the aim of understanding St. Mary's employees' perception on promotion, a series of six statements were given and the result is presented for each item. When asked whether they believe that there are opportunities to advance to a better position within the University, the majority 30.2% and 20.6% of the respondents disagreed and strongly disagreed to the statement. 20.6% and 3.2% of the respondents agreed and strongly agreed while the remaining 25.4% of the respondents were neutral. This result shows that a greater number of respondents believe that there is no opportunity to advance to a better position within the University.

The second statement is about everyone having an equal chance to be promoted. 25.4% of the respondents disagreed and 19% strongly disagreed to the statement; 34.9% and 3.2% of the respondents agreed and strongly agreed to the statement. It is evident from the data that the majority of the respondents indicated that not everyone has an equal chance to be promoted. If fairness is not considered in the promotion process, it will lead to workplace demotivation. Employees expect fairness when being rewarded; otherwise, it may lead to a negative workplace attitude that directly affects employee performance and job satisfaction, thereby the productivity of the organization as a whole.

The third statement relates to employees' perception of performance being the basis of promotions in the University. 14.3% of the respondents disagreed and 17.5% strongly disagreed. 7.1% and 19.8% believe that performance is the basis of promotion while the remaining 41.3% were neutral.

34.9% of the respondents disagree that there are good promotion opportunities within the University and 12.7% strongly disagreed to the statement' while 13.5% and 8.7% of the respondents agreed and strongly agreed to the same statement, respectively. The remaining 30.2% of the respondents were neutral. This data indicates that nearly half of the respondents do not have a positive perception on the career advancement opportunities within the University. Employees perform well when they have the perception that a reward will follow. If this expectation is not met, employees may not exert their full potential to get expected employee performance for the work they perform. This may lead to higher number of unmotivated employees within the university. Even if the opportunity is there in the University but there are no good promotion opportunities, job satisfaction will be affected.

For the statement ‘The organization’s promotion policy is clearly communicated to all employees’, 25.4% and 15.9% disagreed and strongly disagree. Only 29.4% and 5.6% agreed and strongly agreed to the statement. On the other hand, 23.8% of the respondents were neutral to it. Communication of the promotion policy of an organization plays a significant role in the work morale and job satisfaction of employees. Employees perform well when they know what will follow and also when they are satisfied on the job they do.

Accordingly, if the promotion policy is not communicated, they wouldn’t know their career advancement procedure which is important in motivating employees.

Last of all, respondents were asked if promotion is very important to improve their work motivation. 16.7% strongly agreed and 30.2% agreed to the statement showing how promotion is important in motivating employees to put up their best. Only 16.7% and 13.5% of the respondents disagreed and strongly disagreed while 23% were neutral. These show that a slightly high number of employees of St Mary believe that promotion is fuel for improving work motivation. The respondents indicated that promotion is important to improve motivation. This signifies that promotion is a high work place motivational factor.

**Table 4: Employees’ response on achievement and recognition**

Items	Level of agreement	Frequency	Percentage
I receive recognition from my immediate manager for works well done.	Strongly agree	4	3.2
	Agree	48	38.1
	Neutral	40	31.7
	Disagree	18	14.3
	Strongly disagree	6	12.7
	Total	126	100
I get credit for the work I have done.	Strongly agree	2	1.6
	Agree	30	23.8
	Neutral	34	27.0
	Disagree	52	41.3
	Strongly disagree	8	6.3
	Total	126	100
The acknowledgment I get for my accomplishment will make me exert more.	Strongly agree	10	7.9
	Agree	34	27.0
	Neutral	32	25.4
	Disagree	40	31.7
	Strongly disagree	10	7.9
	Total	126	100
I receive feedback on making progress.	Strongly agree	10	7.9
	Agree	34	27.0
	Neutral	32	25.4
	Disagree	44	34.9
	Strongly disagree	6	4.8
	Total	126	100
Recognition is very important to improve my work motivation.	Strongly agree	17	13.5
	Agree	39	20.6
	Neutral	24	29.4
	Disagree	34	27.0
	Strongly disagree	12	11.1
	Total	126	100

*Source:* Own survey (2022)

In order to measure the perception toward recognition, respondents were asked to rate whether they receive recognition from their immediate manager for work well done and 14.3% of respondents disagreed and 12.7% of respondents strongly disagreed while 38.1% and 3.2% of respondents agreed and strongly agreed. However, 31.7% of respondents were neutral. The data shows that a significant number of the respondent stated that they receive recognition from their immediate managers for well done work.

As presented on Table 4, 41.3% and 6.3% of the respondents disagreed and strongly disagreed, respectively that they get credit for the work they do; while 23.8% agreed that they get credit for the work they do. But 27.0% remained neutral. This signifies that nearly half of the respondents disagreed that they get credit for the work they perform.

The third item is on the acknowledgement they get for accomplishment will make them exert more. 27.0% and 7.9% of the respondents agreed and strongly agreed, respectively while 31.7% and 7.9% of the respondents disagreed and strongly disagreed, respectively. The remaining 25.4% of the respondents were neutral. The data signifies that a good number of the respondents would not be motivated if they don't get acknowledgement for their accomplishment.

For the statement, 'I receive feedback on making progress, 34.9% disagreed and 4.8% of them strongly disagreed. Only 7.9% and 27.0% agree and strongly agree to the statement. The numbers signify that a good majority of the respondents don't receive feedback on making progress. Feedback plays a significant role in the work morale and job satisfaction of employees in order to enhance employees' performance.

Respondents were asked to rate if recognition is very important to improve their work motivation, and 31.0% and 13.5% agreed and strongly agreed; respectively. The second highest 27.0% disagreed to the statement showing how recognition is important in motivating employees to put up their best and increase employee performance. Only 9.5% of the respondents strongly disagreed to the statement. This score shows that employees of St Mary are highly motivated and satisfied through recognition. The respondents indicated that recognition is important to improve motivation which has direct effect on their job satisfaction and leads to good employee performance.

In general, the recognition practice of the organization is very poor and needs a crucial change. More than half of the respondents believe that they don't receive recognition for the work they perform from their immediate manager. Also, there lack of praise giving practice in the organization. All the cases presented above indicate that there is a big gap filling procedure that the case organization has to do regarding recognition. Whether formal or informal, recognition programs acknowledge employees' contributions immediately after the task, usually without predetermined goals or performance levels that the employee is expected to achieve.

It is vital that an organization understands what types of recognition are most meaningful to its teams and individual employees to get job satisfaction and enhanced employee performance, and apply consistently and equitably.

**Table 5: Employees’ response on job security**

Items	Level of agreement	Frequency	Percentage
I am satisfied with my job security.	Strongly agree	15	11.9
	Agree	26	20.6
	Neutral	37	29.4
	Disagree	34	27.0
	Strongly disagree	14	11.1
	Total	126	100
There is only a small chance that I will become unemployed.	Strongly agree	10	7.9
	Agree	56	44.4
	Neutral	38	30.2
	Disagree	16	12.7
	Strongly disagree	6	4.8
	Total	126	100
I think my future prospects within the organization are good.	Strongly agree	8	6.3
	Agree	36	28.6
	Neutral	32	25.4
	Disagree	42	33.3
	Strongly disagree	8	6.3
	Total	126	100
My job security gives me a feeling of safety.	Strongly agree	8	6.3
	Agree	36	28.6
	Neutral	34	27.0
	Disagree	34	27.0
	Strongly disagree	14	11.1
	Total	126	100
There is a possibility that I might lose my job.	Strongly agree	11	8.7
	Agree	26	20.6
	Neutral	31	24.6
	Disagree	44	34.9
	Strongly disagree	14	11.1
	Total	126	100

*Source:* Own survey (2022)

With the aim of gathering employees’ perception, five statements were included in the questionnaire with the specific concept of job security. The first statement enables us to understand the level of satisfaction in their job security. 27.0% and 11.1% of the respondents disagreed and strongly disagreed, respectively. 20.6% and 11.9% of the respondents agreed and strongly agreed that they are satisfied while the remaining 29.4% of the respondents remain neutral. This shows that a good number of the respondents are not satisfied of their job.

On the other hand, respondents were asked if there is chance that they would be unemployed. A little more than half of the respondents, i.e., 44.4% and 7.3% agreed and strongly agreed, respectively that there is a chance to be unemployed while the second highest percentages, 30.2 % were neutral. 12.7% and 4.8% of the respondent disagreed and strongly disagreed, respectively to the statements. This shows that majority of the employees think that they have small chance of being unemployed.

33.3% of the respondents disagreed and 6.3% of them strongly disagreed to the statement that depicts their future prospects within the organization are good. 6.3% and 28.6% of the respondents strongly agreed and agreed to the statement and the remaining 25.4% were neutral.

**Table 6: Employees response on work condition**

Items	Level of agreement	Frequency	Percentage
I have the necessary equipment and supplies to perform my Job.	Strongly agree	10	7.9
	Agree	60	47.6
	Neutral	14	11.1
	Disagree	32	25.4
	Strongly disagree	10	7.9
	Total	126	100
I have good working relationship with my immediate managers.	Strongly agree	18	14.3
	Agree	48	38.1
	Neutral	16	12.7
	Disagree	28	22.2
	Strongly disagree	16	12.7
	Total	126	100
I have a good working relationship with my colleagues.	Strongly agree	12	9.5
	Agree	52	41.3
	Neutral	20	15.9
	Disagree	30	23.8
	Strongly disagree	12	9.5
	Total	126	100
The amount of work expected of me is reasonable.	Strongly agree	6	4.8
	Agree	64	50.8
	Neutral	18	14.3
	Disagree	26	20.6
	Strongly disagree	12	9.5
	Total	126	100
My working hours are reasonable.	Strongly agree	15	11.9
	Agree	47	37.3
	Neutral	18	14.3
	Disagree	34	27.0
	Strongly disagree	12	9.5
	Total	126	100

*Source:* Own survey (2022)

As shown on Table 6, 25.4% of the respondents disagreed while 47.6% of them agreed to the statement that the organization offers them the necessary equipment and supplies to do their job. On the other hand, 11.1% of the respondents were neutral. This data shows that the organization seems to provide employees with the necessary equipment and supplies to perform their job.

With regard to working relationships, 22.2% and 12.7% of the respondents disagreed and strongly disagreed that they have a good relationship with their immediate manager; 12.7% of the respondents were neutral to the issue while 52.4% of the respondents stated that they have a good relationship with their immediate manager. The data implies that immediate managers have good relationship with employees for the most part.

On the other hand, respondents were asked to rate their working relationship with colleagues. 50.8% of the respondents believe that they have good relationship with their colleagues but 23.8% of them disagreed to the statement and 15.9% of respondents were neutral. This



indicates that about half of the respondents perceive that there is good relationship among employees of the organization.

In order to check the reasonability of work expected of them, respondents were asked to express their level of agreement whether the amount of work expected from them is reasonable. Accordingly, 55.6% of respondents perceived that the work expected of them is reasonable, 20.6% disagreed and 9.5% strongly disagree that it is reasonable, and 14.3% of respondents were neutral. The number shows that the organization does not over work its employees. The work expected of employees is reasonable.

Similarly, 37.3% of the respondents specified that their working hours are reasonable while 27.0% of the respondents disagreed to the statement and the remaining 14.3% of respondents are neutral.

Generally, as the result indicates, the majority respondents are satisfied particularly with their working relationship with their colleagues and with their immediate managers. Maintaining a strong employer and employee relationship can be the key to the ultimate success of an organization. It is known that if a strong relationship is in place, employees will be more satisfied, productive, more efficient, and more motivated to perform their work with more effort. The other factors, having reasonable amount of work expectation from the case organization and having a reasonable working hour show a positive sign indicating that the respondents have general agreement with that aspect of the working condition. However, not having the necessary equipment and supplies to perform their job is another problem raised by employees.

### **Employees Response on Motivation, Job Satisfaction and Employee Performance**

In order to grasp the general perception of respondents on the issue of the effect of motivation on job satisfaction, the researcher has included the measures as stated in the frequency and percentage result for each response.

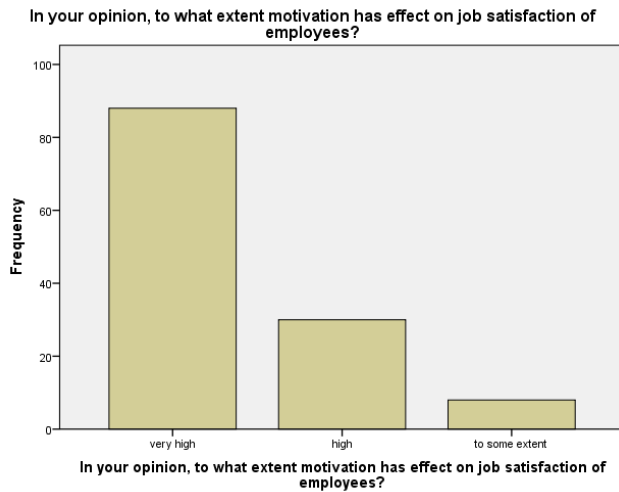
*Note: 1= Very high, 2= High, 3= To Some extent, 4= Not at all*

**Table 7: Employees opinion on motivation, job satisfaction and employee performance**

<b>Particular</b>	<b>Level of agreement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Motivation:</b> To what extent does motivation have effect on your job satisfaction?	Very high	88	69.8
	High	30	23.8
	To some extent	8	6.3
	Not at all	0	0
	Total	126	100
<b>Job satisfaction:</b> To what extent does job satisfaction lead to employee performance?	Very high	95	75.4
	High	31	24.6
	To some extent	0	0
	Not at all	0	0
	Total	126	100
<b>Employee performance:</b> To what extent does your performance relate to your satisfaction?	Very high	68	54.0
	High	40	31.7
	To some extent	12	9.5
	Not at all	6	4.8
	Total	126	100

*Source:* Own survey (2022)

With the aim of gathering respondent's perception, three questions were also included in the questionnaire with the specific concept of the effect of motivation on job satisfaction. Respondents were asked to rate the extent motivation has effect on job satisfaction of employees. Of the respondents, 69.8% said the effect of motivation on their job satisfaction is very high, 23.8% replied it has high effect, while 6.3% of them rated it to some extent. The finding indicates that many respondents believe that motivation has a great effect on job satisfaction.



**Figure 3: Effect of motivation on job satisfaction**

*Source:* Own survey (2022)

Respondents were also asked to indicate the extent job satisfaction leads to perform well. Of the respondents, 75.4% and 24.6% said job satisfaction leads to employee performance very highly and highly, respectively. The finding shows that all the respondents believe that job satisfaction leads to better employee performance.

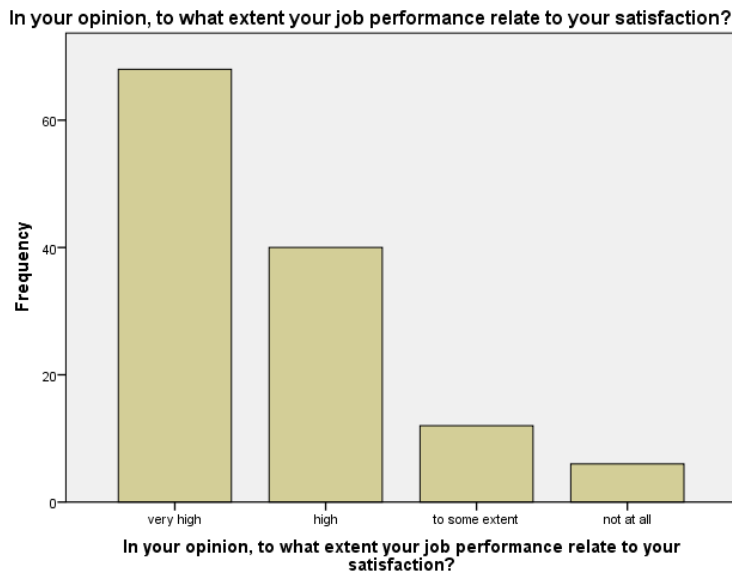


**Figure 4: Effect of job satisfaction on employee performance**

*Source:* Own survey (2022)

Finally, respondents were asked to indicate the extent their performance relates to their satisfaction. Of the respondents, 54.0% and 31.7% indicated that their performance is very highly and highly related to their satisfaction, respectively. Only 9.5% of them said to some

extent and 4.8% said not at all. This indicates that the great majority of the respondents believe that their performance is highly related to their satisfaction.



**Figure 5: Effect of job performance on satisfaction**

*Source:* Own survey (2022)

### Summary

Majority of the respondents (48.6%) believe that they are being paid a fair amount for the work they are doing and only 11.9% of the respondents are neutral on the existing salary and benefit to motivate them to perform well.

- 44.5% of the respondents do not agree that the salary increments are made based on the performance result of employees, and only 38.1% of respondent's agree to the statement.
- 39.7% of the respondents agree that performance related incentives improve work motivation, and only 27.9% of respondents are neutral.
- 23.8% of the respondents believe that there are opportunities to advance to better position, in the carrier development, but 50.8% of the respondents do not believe that there are good promotion opportunities for employees within the University.
- Performance: 31.8% of the respondents disagree to the statement that promotions are performance related.
- 41.3% of the respondents disagree to the statement that organization's policy is clearly communicated to all employees.
- Motivation: 46.9% of the respondents stated that promotion is very important to improve their work motivation.
- 27.0% of the respondents noted that they don't receive recognition for work well done. Another 47.6% of the respondents stated that they do not get credit for the work they do.
- 39.7% of the respondents noted that they do not get feedback on making progress.
- 44.5% of the respondents stated that recognition is very important to improve motivation in their work.
- 55.5% of the respondents identified that all the necessary equipment and supplies to perform their job are not provided. Another 33.3% of the respondents said otherwise.

- Working relationship with immediate manager: 52.4% of the respondents noted that they have a good relationship with their immediate manager and working relationship with their colleagues.
- 55.6% of the respondents have a perception that the amount of work expected of them is quite reasonable. Moreover, 49.2% of the respondents agreed that their working hours are reasonable.
- Majority of the respondents (93.6%) believe that the extent motivation has effect on job satisfaction of employees (motivation issue) is high and very high.
- Majority of the respondents 75.4% believe that the extent job satisfaction leads to employee performance (job satisfaction issue) is very high, and 24.6% believe it is high.
- Majority of the respondents 85.7% believe that the extent their performance relate to their satisfaction (employee performance issue) is high and very high.

### **Conclusion**

Based on the data presented and analyzed in Chapter Three, the following conclusions are reached.

- Clear and systematic techniques of motivating factors are necessary in order to strategically motivate employees in a way that increases their satisfaction and leads to high employee performance.
- Employees of St. Mary's University are not pleased with the salary and benefit they get, and it is not motivating them to exert more and get satisfied in the work they perform.
- Employees of the University are not satisfied with the current promotional practices of the organization. They feel that there is some kind of unfairness and injustice in the organization's advancement opportunities which might lead to low employee performance.
- The recognition practice of the organization shows that the culture of giving recognition from the supervisor's side for work well done is neglected. The culture of giving feedback on employees' progress in their work also shows lower rate of agreement.
- Employees are not satisfied with their job security. The analysis also shows that they have a possibility of losing their job and being unemployed in the future.
- Employees do not have satisfactory working relationship with their immediate managers, but they have a good relationship with their colleagues.
- The survey revealed that employees are not satisfied and motivated with the current motivational procedure carried out by the University. It is revealed that they are mostly not satisfied with the promotion and recognition practices of the University.
- The survey also revealed that the effect of motivation on job satisfaction that leads to employee performance is acceptable; and motivation and satisfaction issues have to be considered in order to get high employee performance.
- In general, it can be implied that if employees are dissatisfied, they don't perform well which may lead to a lower service delivery. If service quality is low, students migrate to other competitive universities; this finally will lead the University to unmet objectives.

## Recommendations

Based on the conclusions made from the results of the study, the following recommendations are forwarded:

- Salary and benefit increment should be based on merit and performance of employees. The case organization needs to adjust its increment package since majority of the respondents disagree that the salary and benefit increments are based on performance results of employees. St. Mary's university should interpret its corporate vision into measurable operational goals and communicate it to employees and link them to individual employee performance. Individual employees then would have salary increment based on merit.
- The organization should examine, draft, and implement clear and appropriate career advancement procedures that could be applied regularly. The current career path trend should be evaluated and redesigned by considering the competencies of employees. Establishing fair, workable and consistently managed promotion policies and procedures are the vital ones.
- Proper and timely recognition should be part of the system to get job satisfaction which lead to employee performance. The organization should try to incorporate formal and informal employee recognition programs, such as being specific when giving recognition (being specific helps employees relate the recognition to their behavior), encouraging continued strong performance, and going beyond a bonus or a raise, and considering personal gifts, tickets to events, or other purchases that show employees their reward is personalized to them.
- All employees are not motivated and also satisfied on the same packages of motivators; in most cases, one employee can be satisfied by salary and benefit, but others through promotion or something else. So, the organization should craft and implement appropriate motivational techniques in order to satisfy its employees and get high employee performance. Understanding its employees will allow the case organization to know what will actually motivate and satisfy them, and act accordingly. That will encourage its employees to perform well as per the organization's expectations.

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