

Exploring the Influence of Motivation on Employee Performance and Retention: A case of one chain store in Zambia

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ABSTRACT:- The purpose of this research study was to carry out an investigation of the impact of employee motivation on employee performance and employee retention. The objectives of the study was to establish whether there is a relationship between employee performance and Organisation Performance, to assess the impact of Employee motivation on employee performance, to assess the impact of motivation on employee retention, to establish the different types of motivational strategies used to motivate employees and to assess if Employee performance is influenced by Organizational Incentives. Little is known is about the extent to which employee motivation impacts employee performance and retention and thus requiring continuous investigations. The current study used mixed method; both qualitative and quantitative research was employed. The sample size comprised of 109 respondents from one of the chain stores in Zambia. The data collection tools used were questionnaires and interviews. The quantitative data was analyzed using SPSS and qualitative using thematic analysis. The finding reveals that the organisation employ some of the strategies such as performance bonuses, Recognition, Salaries, Promotion, and good work culture. Furthermore, the findings show that, employee motivation has a great influence on employee performance and retention. It was therefore recommended that different motivation strategies and incentives are made available to motivate employees at the place of work.

Key words: - Employee performance, Employee Retention, employee motivation

1.1 Background of the study

The current study focused on the influence of motivation on employee performance and retention specifically concentrating on the multifaceted environment of one of the Chain stores in Zambia. In a contemporary modern work environment, the interplay between employee motivation, performance, and retention as confirmed by Varma, (2017); Achim, Dragolea,& Balan (2013) cannot be over-emphasised as it stands as a critical determinant of sustained success in any organisation.

In today's competitive business environment, Human Resource Management has become a critical part of most organization including private sector companies with issues of motivation and retention being key to the performance of an organization as a whole. Motivation is the drive, desire or urge that inspires a person to perform willingly in order to achieve organizational goals and objectives (Shah & Asad, 2018). The opposite is true in this regard, demotivated employees do not put their effort into achieving organizational objectives and when an opportunity arises, they leave the organization (Shah & Asad, 2018). It is therefore the responsibility of management to ensure that the workforce is motivated.

Motivation can be traced back at the time of Frederick Taylor when he introduced scientific management in 1911. Despite the theory of scientific management been introduced over 100 years ago, the theory can still be useful to management and employees today (Ferraro, 2016). Taylor particularly focused on three elements and these were; quality of goods produced, flexible work hours and motivation. Quality was of high priority for Taylor as he believed that quality goods would be sold and they were a source of income for the business. He also introduced flexible work hours as seen from the pig iron experiment, he allowed employees to take breaks and rest on certain intervals and this increased productivity (Ferraro, 2016). Employee motivation was the focal point in attaining organizational objectives. He believed that employees needed a fair compensation for a day's work to enable employees have a decent living. The profits made by the company were supposed to be shared with employees. By creating an ergonomic environment which supports quality and employee motivation, both management and employees would benefit (Ferraro, 2016).

For an organization to stay competitive and profitable, all factors of production which include land, capital, materials and human resource must be managed properly. Human Resource is the most important

resource at the disposal of an organization. There is need for employees to do their work effectively and efficiently (Al-Madi, Assal, & Shrafat, 2017). By so doing, organizations can yield the required output from employees. As observed by Al-Aamri (2010), the development of an organization mainly depends on the quality of its workforce. Creating a motivated and committed workforce must be considered as the main objective for organizations today and is key to success in the competitive environment (Al-Madi, Assal, & Shrafat, 2017). The importance of employee motivation cannot be overemphasized as various studies conducted shows that employee motivation is integral to the attainment of organizational objectives. For instance, Nabi, Islam, Dip & Hossain (2017) conducted a study on the impact of motivation on employee performance. The findings obtained showed that if employees are positively motivated, their efficiency and effectiveness are greatly improved thereby helping the organization attain its goals (Nabi, Islam, Dip, & Hossain, 2017). Employee motivation does not only increase performance, it also reduces employee turnover. This is evident in the findings of the study conducted by Shah et al (2018), the study revealed that intrinsic and extrinsic motivation are important factors when it comes to employee retention and perceived organizational support. Employee retention occurs when an organization creates a conducive environment which supports existing employees to stay or remain with the organization (Armstrong, 2012).

Undoubtedly, the comprehension of employee motivation on employee performance and retention instigates ongoing scholarly exploration in the quest to furnish empirical evidence.

1.2. Research problem

Motivated Human resources are the most profound and considered valuable resource of an Organisation, Gabcanova (2011). If employees are motivated in an Organisation, the perception is that there is likely to yield high productivity. Although employee motivation can yield numerous benefits as confirmed by (Gabcanova 2011; Shahzadi et al 2014) that include high level of performance, high productivity, increased job satisfaction, reduced levels of absenteeism, lower levels of staff turnover, improved customer service and improved quality of products and services offered to customers little is known about the extent to which employee motivation can improve employee performance and retention at one of the chain stores in Zambia. It is against this backdrop that the present study seeks to investigate the impact of motivation on employee performance and retention.

Research Objectives

The current research was conducted using the following specific objectives:

RO1: To investigate the types of employee motivation strategies provided to employees

RO2: To explore the effect of motivation on employee performance and retention

RO3: To assess if Employee performance is influenced by Organisational Incentives

Research Questions

RQ1: What types of employee motivation strategies are implemented?

RQ2: How does motivation affect employee performance and retention?

RQ3: To what extent is employee performance influenced by organizational incentives?

Literature Review

All organizations are concerned with establishing a sustained high level of performance through their most important asset, the human resource. Organizations expects the maximum input from their employees in order to stay in competition and survive (Al-Madi, Assal, & Shrafat, 2017). In this regard, the management of people becomes important. One of the job of a manager is to get things done through people or employees. In order for a manager to achieve the set objectives through employees, he or she must motivate the employees accordingly (Al-Madi, Assal, & Shrafat, 2017). This can be done by paying attention on how best the workforce can be motivated by the use of incentives, rewards, promotions and also creating a suitable environment in which employees can thrive (Armstrong, 2006).

According to Armstrong (2006), Motivation is defined as a motive for doing something. He further explains that motivation involves all factors that influence people or employees to behave in certain ways. Motivation can be classified as intrinsic and extrinsic. Intrinsic motivation refer to doing something for fun and it is interesting. This is simply internal enjoyment and there is no expectation for external reward (Sleimi & Davut, 2015). On the other hand, extrinsic motivation is the opposite of intrinsic motivation which is reward driven. Doing something for economic benefit or reward (Sleimi & Davut, 2015).

Sleimi et al (2015) conducted a research on the role that intrinsic and extrinsic motivation has on employees with regards to performance, job satisfaction and the relationship between job satisfaction and performance. Their findings were that intrinsic and extrinsic motivation are significant to both management and

the employees. They also found out that there is a positive correlation between satisfaction and performance. This means that employee motivation is cardinal to the achievement of organizational goals. Al-Madi et al (2017), investigated employees' motivation and commitment, their findings show that employees are neither motivated nor committed to their duties. They also found out that employees' attitude and perception regarding motivational factors varies among employees but good salaries and gratitude were important factors for employees to perform better. It can be concluded that motivation has a positive effect on employee performance and retention.

2.3 Motivation Strategies

According to Mohsan, Nawaz, Khan and Shaukat (2011) motivation strategy is a teaching tactic aimed at encouraging the learner or employee to acquire knowledge and skills with a wide range of incentives to create flexibility in a work place. Therefore, motivation puts employees into action and this brings about improved efficiency, enables organizations to attain sustainable competitive advantage and eventually achieve organizational objectives. However, motivation strategies put in place enhances productivity and ensures that employees remain with the organization (Tari & Ongalo, 2015). Al-Madi et al (2017) stated that salary, wages, condition of service are some of employee motivation strategies. Tari et al (2015) states that recognition, training and employee benefit are important motivation strategies. The following are the various motivation strategies which are used in an organization and have been explained below:

2.3.1 Recognition

Recognition is an important motivation strategy as it solves the problem of employee turnover. Recognition does not have to be great or expensive, employees appreciate even the smallest of recognition. According to a study carried out by the US Department of Labour, the results revealed that 46% of employees leave their jobs because they feel unappreciated and unrecognized (Tari&Ongalo, 2015).

2.3.2 Salary

According to Al-Madi et al (2017), salary is categorized into four components which are job rate, which refers to the significance an organization attaches to a certain job, payment, this is based on performance and it also encourages employees to improve their performance as it is reward based, special allowances associated with certain skills and fringe benefits such as holidays with pay, pension among others. According to the study conducted by Howrtz at al (2003) Salary was identified as the number one motivational strategy that influences the employee's productivity and organizational growth due to the amount of effort produced when conducting the activities and operations of the organization. The researcher also stated that overtime payments should be introduced in order to encourage employees participation and taking up different opportunities that are being offered.

2.3.3 Training

Training is the empowerment of employees with knowledge and skills to perform their tasks better. In other words, it is any learning activity that looks at the acquisition of skill (Cole, 2002). According to Al-Madi et al (2017), employee training is a substantial strategy for motivating workers. Training has benefits to both the trainee and the organization. For the trainee or the employee, training improves efficiency, increases motivation, improves communication and interpersonal skills, reduces conflicts, reduces mistakes and brings about loyalty (Cole, 2002). For the organization, training builds internal capacity to gain competitive advantage. It helps to utilize the benefits of new technology, it increases market share and customer retention among others. It also helps increase the quality delivery of goods and services (Cole, 2002). Training is an important motivation strategy and organization must ensure that they offer either on the job or off the job training.

2.4 The Benefits of Motivation

It is imperative that management must always look for ways to motivate their workforce because the benefits of motivation are numerous. Motivated employees will work at the best of their abilities to ensure that the overall objectives of an organization are attained. As observed by Ganta (2014), the benefits of motivation include; high productivity, reduced rate of staff turnover, reduced absenteeism, reduce conflicts, job satisfaction among others. The success of an organization relies on its workforce and how motivated they are (Al-Madi, Assal, & Shrafat, 2017).

2.5 The Effect of Motivation on Competitive Advantage

In any given year, it is a well-known fact that some firms outperform others. For instance, top performers such as Apple, Google, Coca-Cola and Unilever perform excellent year in year out. The question that may arise is why is this so? There are many factors that can cause this to happen. However, the main factors that influences the performance of an organization are its crafted strategy and its human resource (Thompson, peteraf, Gamble, & Sutton, 2013). A well-crafted strategy and the right human resource capable of executing the strategy brings about sustained competitive advantage by capturing emerging opportunities and having the ability to adapt to changing environments (Thompson, peteraf, Gamble, & Sutton, 2013).

Al-Rfou & Trawneh (2009), conducted a study on how to achieve competitive advantage through job motivation. Their findings showed a direct and significant relation between job motivation and competitive

advantage. Organizations must pay attention to employee motivation if they are to be competitive and survive fierce business environment. In other words, this means that the success of any organization greatly relies on how its workforce is motivated. A motivated workforce will work willingly and will ensure that the objectives of the organization are attained (Al-Rfou & Trawneh, 2009).

According to Thompson et al (2013), Competitive advantage happens when a firm meets the needs of customers more efficiently than the rivals. This means providing products and services of higher value and quality but at a lower cost. By so doing, a firm can enjoy profits and continue to outperform its competitors. Due to the fierce competition in business today, the success of an organization does not only rely on its financial and technological resources. Al-Rfou & Trawneh (2009) observed that the sources of competitive advantage have moved from finance resources to technological resources and now the human resource. They state that the success of an organization is more inclined to the attitude of employees, their skill and commitment towards the achievement of organizational objectives.

2.2 Theoretical framework

Theoretical framework is defined as research structures used to state and support the theories of the selected study and is considered as correction of interrelated research concepts (Kombo & Troomp 2006). The current study used Maslow's Hierarchy of needs to guide the theoretical framework. According to Maslow (1943), people are motivated by certain level of satisfaction which he referred to as the hierarchy of needs. It is one of the earliest theories arranged in five levels of needs.

According to Haque et al (2014), Maslow's hierarchy of needs is one on the most popular or best known theory of motivation around. This theory identifies five (5) different levels of needs people tend to have and seek to satisfy these needs. And these levels of needs according to Smith and Cronje (1992) as cited by Badubi (2017) are put in priority according to the order of importance.

First, Physiological needs. These are the first level of needs that must be satisfied before people can move on to the next level of needs. These include basic needs of life such as food, shelter, clothing, water. If these needs are not satisfied, then cannot move to the next level (Haque et al 2014).

The second level of needs is **Security Needs**. In this level, the individual seeks to satisfy the need to feel secure, be it in families, society. People want to feel protected even against vices such as violence. In a workplace, this need of safety/ security is attributed to the issues of availability of job security, health insurance, savings (Haque et al. 2014).

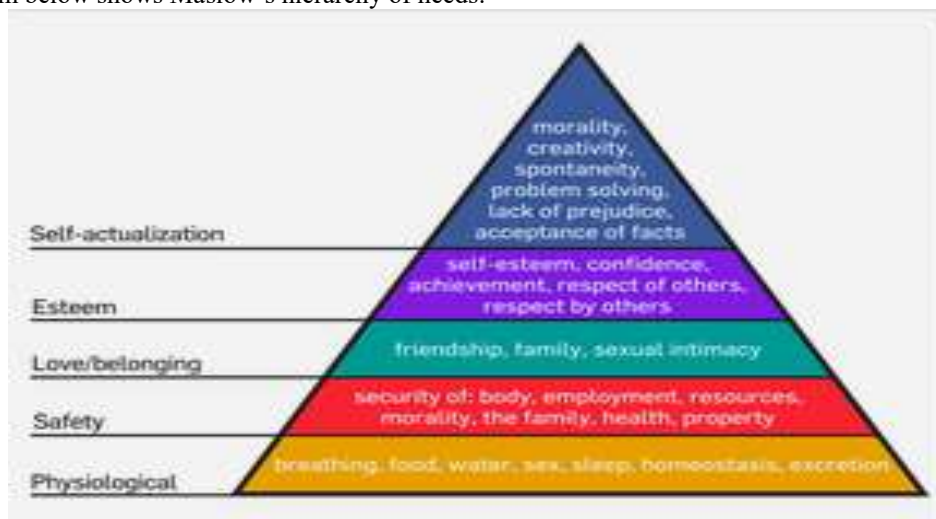
According to Haque et al. 2014), after individuals have satisfied the need of security, the third level of need takes a center stage and needs to be satisfied. And this is the **Social needs**; love and belonging (Haque et al 2014).

Individuals start to seek for love, a sense of belonging, appreciation and friendships (Haque et al. 2014).

The fourth level of needs to be satisfied is the **Esteem Need**. At this level, Haque et al (2014) indicate that individuals begin to seek self- respect and esteem from other people. Furthermore, individuals through their achievements, wants to feel appreciated by others. And the lack of fulfilling this needs is becomes responsible for emotions inferiority, weakness and helplessness.

The last and fifth level and the highest is the **self- Actualisation need**. The fulfilment is this level of need depends on the successful fulfilment of the other needs. This brings the need to be self- fulfilled and the need for an individual to become self - actualised in their abilities and potentials (Haque et al. 2014).

The diagram below shows Maslow's hierarchy of needs:



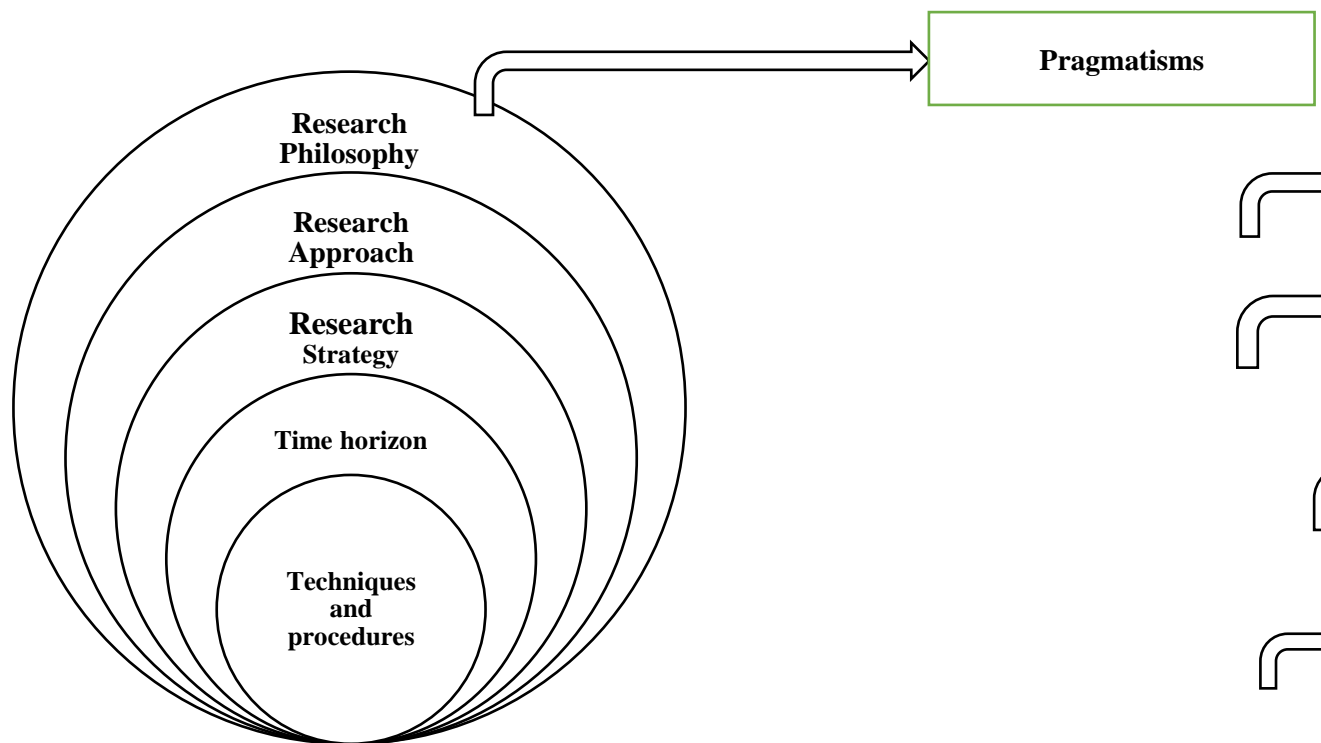
(Source: Adopted from Cole, 2002)

Maslows theory has been criticized for being too simple and not universally applicable as it is based on western ideas. Besides, there is no smooth transition in life between the levels in the sense that people move zigzagly or randomly within the hierarchy (Sahito&Vaisanen, 2017).

2.0 Method

The current study used mixed-method research, both qualitative and quantitative method was used. Pragmatism was used as a research philosophy. The study employed the survey. The sample size was 109. The population was made up of male and females from one chain store in Lusaka District. Quantitative data was collected using questionnaires and qualitative data was used using interviews. Furthermore, quantitative data was analyzed using SPSS to generate frequencies and tables while qualitative data was analyzed using thematic analysis.

In order to understand the impact of motivation on employee performance and retention, this current research employed Sunder's Research Onion, a comprehensive and structured framework designed to guide the various layers of a research project Saunders, Lewis, & Thornhill (2009) created the research onion to illustrate the steps a researcher must take to create a successful methodology. The figure below shows the severe research onion that guided the study.



Findings

Introduction

This particular chapter focusses on the analysis and the interpretation of data that was collected through questionnaires distributed to the respondents. Pie charts and tables were used to represent the information. Additionally, this chapter will focus to answer the research on the as tools were now on

Background of Respondents

The background of the respondents include age range, gender, education level, position held and work experience.

Age Range

The table below shows the age range of the respondents.

19-25	Years	20	18.3%
26- 35	Years	68	62.4%
36- 45	Years	21	19.3%
Above 46	Year	0	0%

As shown on table 4.1.1 above, of the total 109 (100%) respondents, n=20 representing 18.3% were between the ages of 19-25 years. The other 68= n respondents representing 62.4% were between 26-35 years and the

remaining 21=n (19.3%) were between the age of 36-45 Years. Therefore, the majority of the respondents were between 26- 35 Years represented by 62.4%.

Gender of Respondents

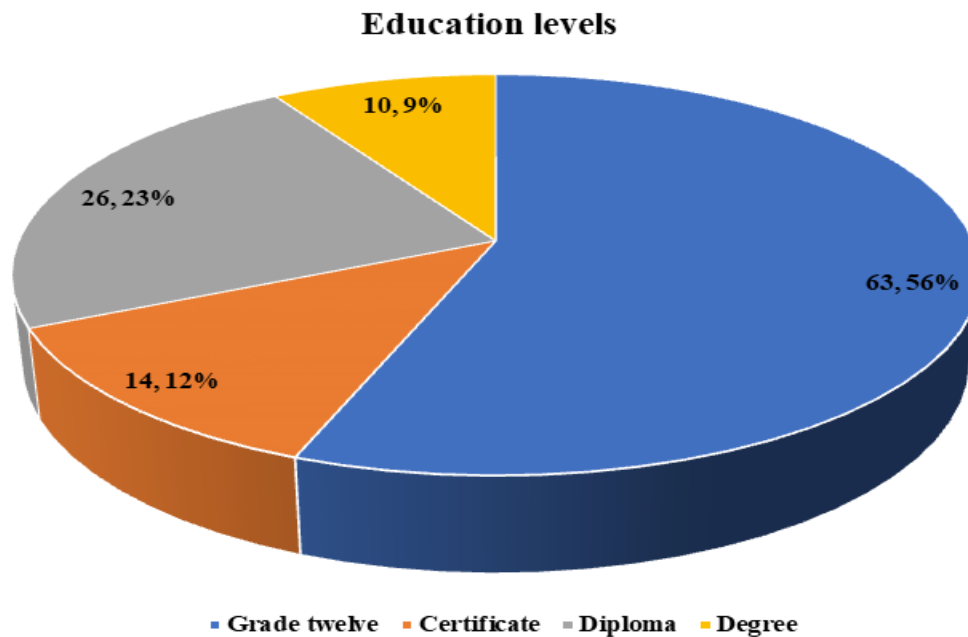
The table shows the gender of respondents

Male	55	50.5%
Female	54	49.5%

Table 4.1.2 above shows the gender of the respondents. Out of 109 (100%), 55=n respondents representing 50.5% were male and 54=n which is 49.5% were female. Therefore, the majority of the respondents were male.

Education Level (Education Background)

Figure 4.1.3 below shows the Education levels of the respondents.



Pie Chart 4.1.3 above shows the educational levels of the respondents who participated in the study. Out of the total number of respondents (n=109, 100%) 56% indicated that they had Grade Certificates, 12% had tertiary Certificates, the other 23% had Diplomas and the remaining 9% were Degree holders. Therefore, the majority 56% had Grade Twelve.

Position held

Figure 4.1.4 below shows the position composition of the respondents.

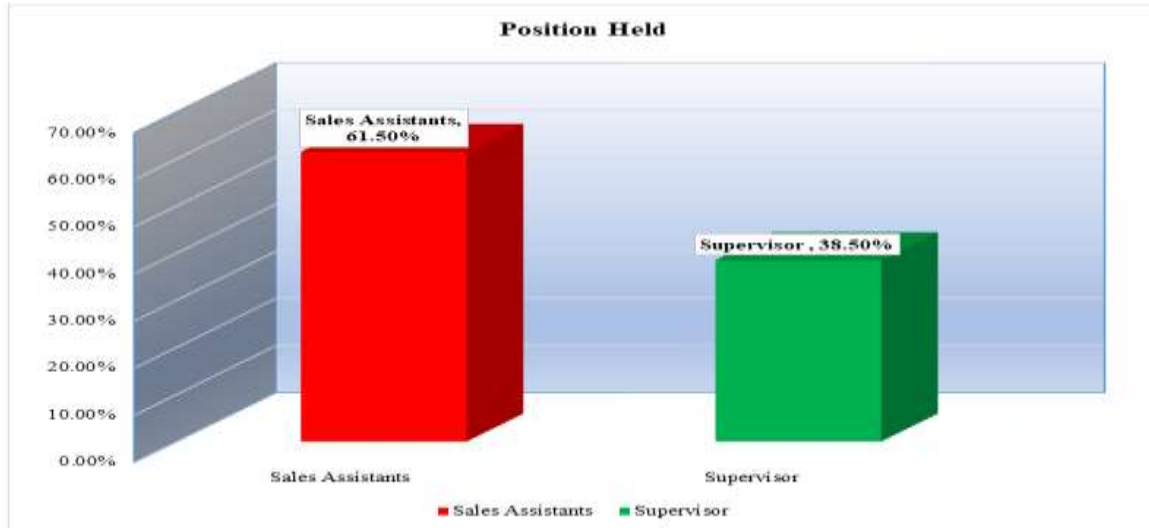
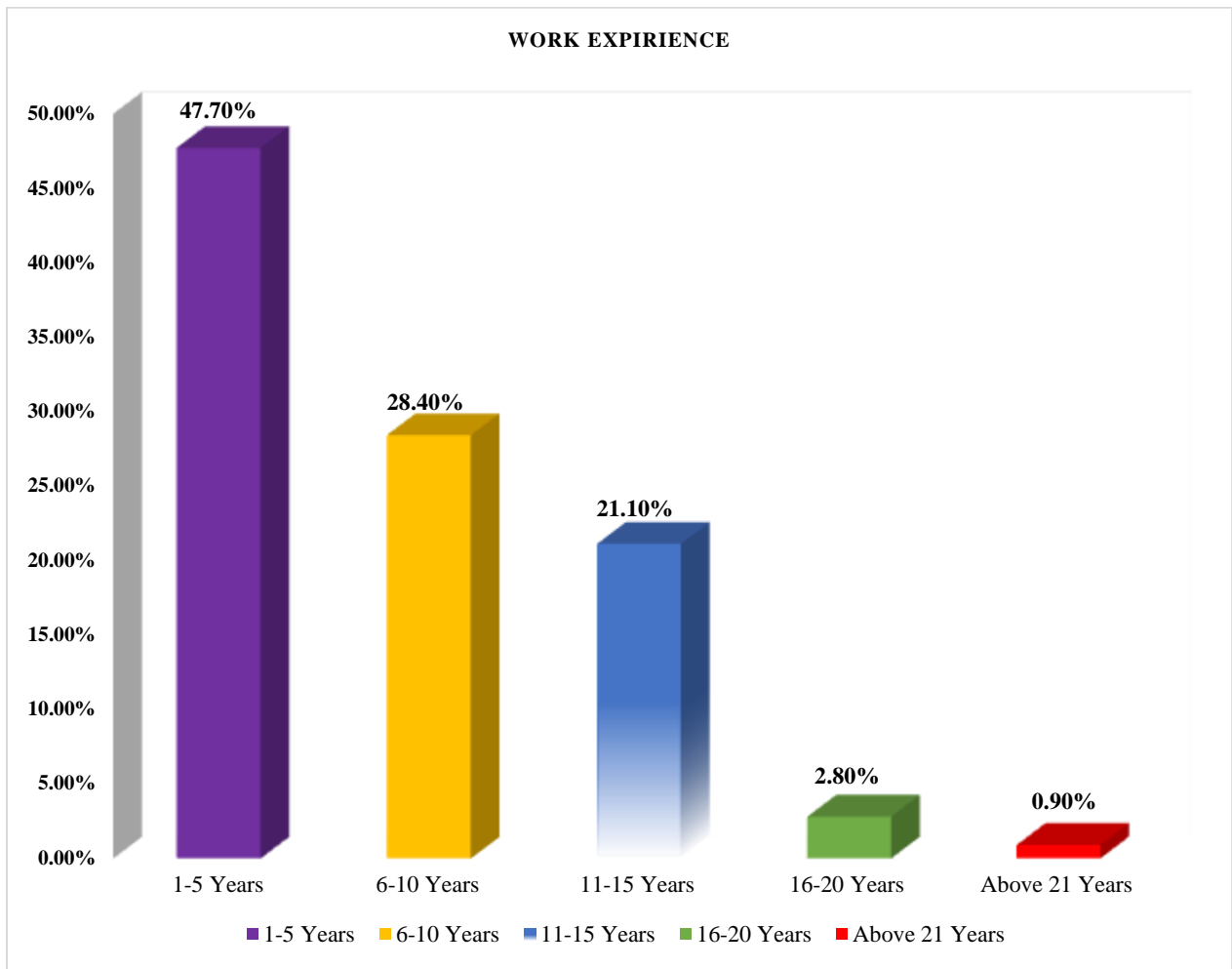


Figure 4.1The figure above- shows the total number of respondents (n=109, 100%), 61.5% held position of shop assistant and 38.5% held position of Supervisors. Therefore, the majority 61.5% of the respondents were sales assistants.

Work Experience

Figure 4.1.5 below shows the work experience of the respondents from the study.

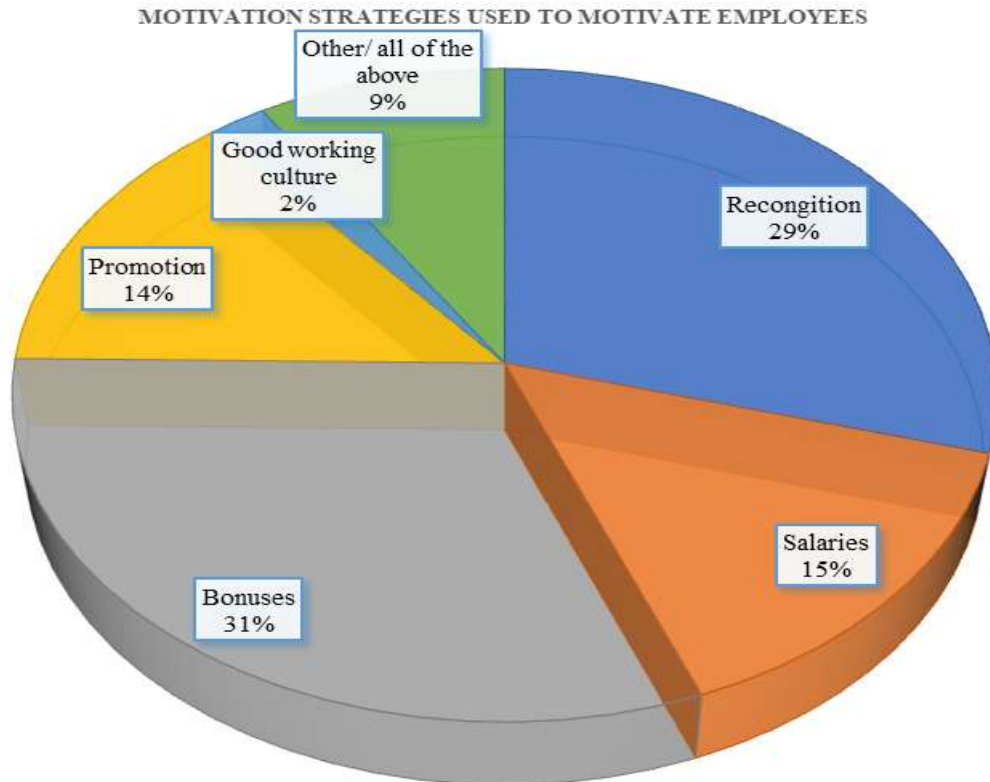


Bar chart 4.1.5 above shows respondents on the work experience. Out of the total (n= 109, 100%), 47.7% had worked for 1-5 Years, 28.4% 6 to 10 Years. The other 21.1% had 11-15 years work experience, 2.80% from 16 to 20 years' experience and lastly 0.90% had over 21 work experience the Company. Therefore, the majority who participated in the study worked from 1 to 5 years.

RQ1: What types of employee motivation strategies are implemented?

The current study used a single question to determine motivational strategies that are used to motivate employees.

Figure 4.3 below illustrates the different motivation strategies used to motivate employees of the chain stores work. Some of the strategies being Salaries, Bonuses, Promotions, Recognition, Time off, goods working Culture and other strategies (all of the above).



The findings of the current study on types of motivation strategies used revealed that, out the total respondents (100%), 29% of the respondents identified recognition, another 31% recognized bonuses, followed by promotion at 14%, and 15% of the respondents identified salaries as a motivation strategy used to motivate employees, On good working culture, respondents acknowledged it at 2%, on other (all of the above) 9%.

How motivated do you feel at work?

The figure 4.9 below represents how motivated respondents felt at the place of work.

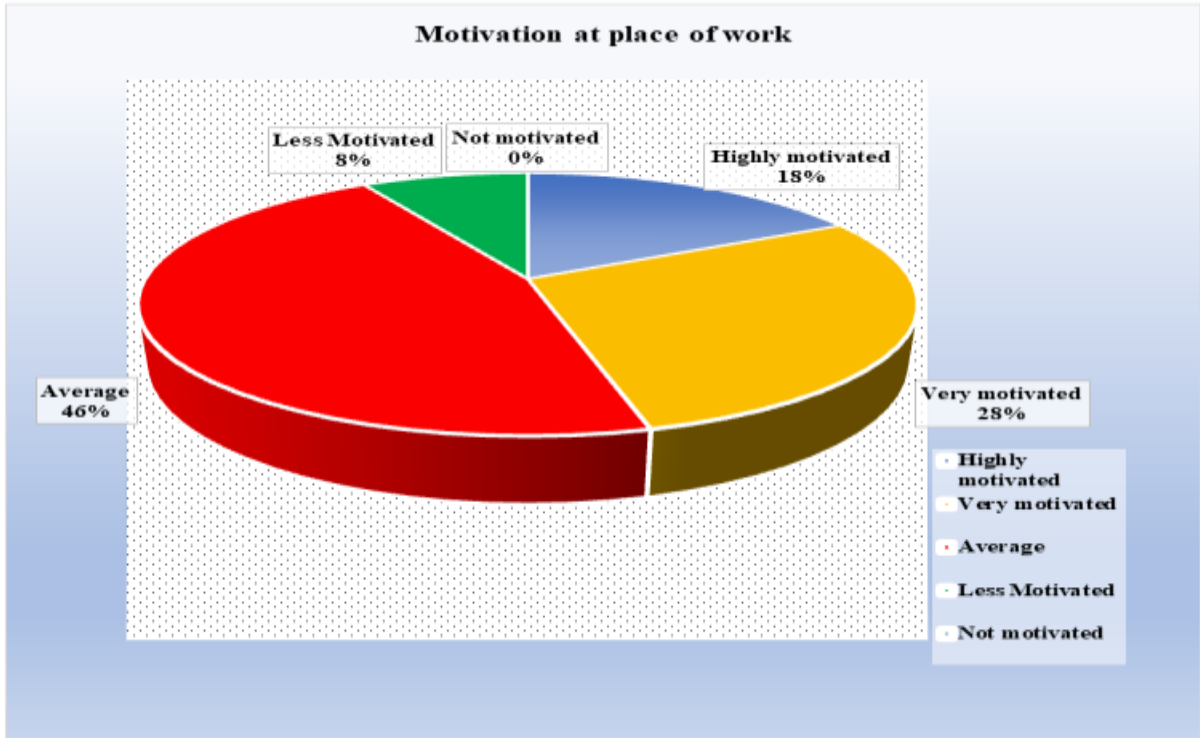


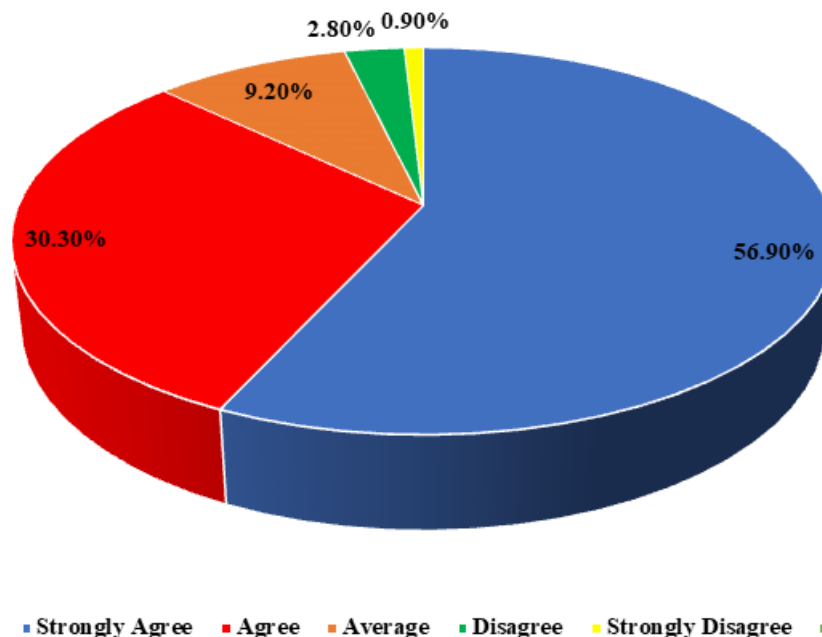
Figure 4.4 Majority 46% of the respondents felt average, followed by 28% of the respondents felt very motivated, and 18% felt highly motivated.. Furthermore, very few 8 % of the respondents felt less motivated. And no respondent did not feel any level of motivation at work.

RQ2: How does motivation affect employee performance and retention?

The researcher also used one question to get the respondents feedback on the relationship between employee motivation and employee performance.

Figure 4.5 below shows the respondents’ response on the relationship between employee motivation and employee performance.

Relationship Between motivation and Employee performance

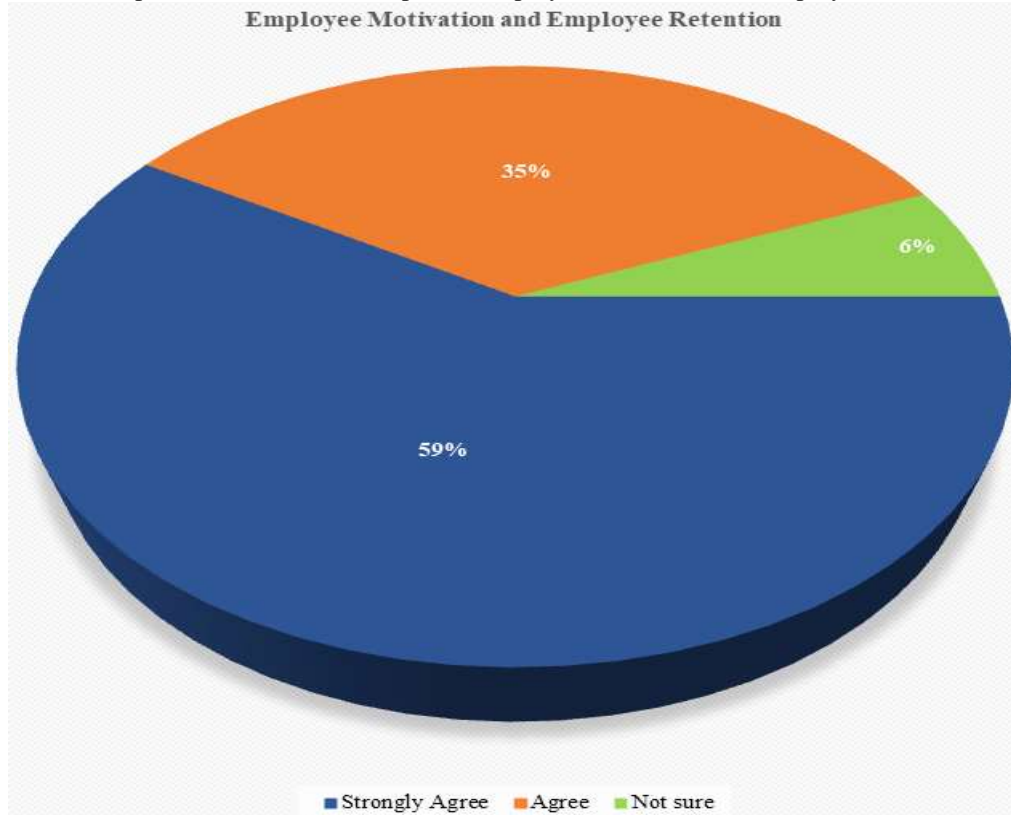


The results of the current study on the relationship between employee motivation and performance revealed that, out of the total (n=109 100%) respondents, 56.9% strongly agreed comprising the majority of the

respondents, followed by 30.30% of respondents agreed that there is a relationship between employee motivation and employee performance, 9.2% said that the relationship that existed between employee motivation and performance was average. 2.8% disagreed that there is a relationship between Employee Motivation and employee performance. 0.9% of the respondents strongly disagreed. Therefore, according to the findings of the current study, there is a strong relationship in the perceptions of employees between employee motivation and employee performance, because the majority (56.9%) of the respondents, strongly agreed.

RQ2.2 Do you think employee motivation has an impact on Employee Retention?

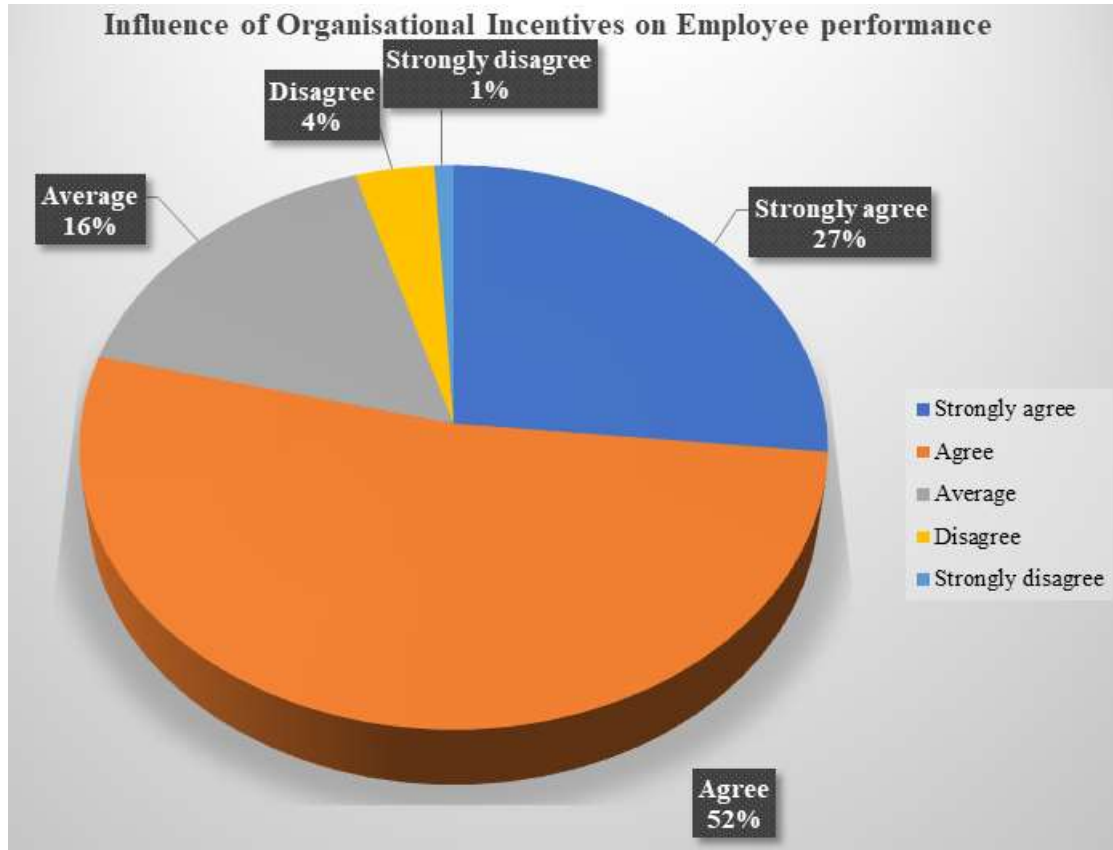
Figure 4.5 shows respondents feedback on impact of employee motivation and Employee Retention.



As shown on the figure above, out of the total number of 109 of the respondents, 59% of the respondents strongly agreed that employee motivation has an impact on employee retention. Another 35% said they agree. And the remaining 6% were not sure. Therefore, the result reveals that, there is a strong relationship between employee motivation and retention. If workers are motivated, there is likelihood that they will not leave an organisation leading to low labour turnover.

RQ3: Is Employee Performance Influenced by organizational Motivation Incentives?

To get the respondent's feedback on whether or not employee performance was influenced by Organizational Incentives, the researcher used one question. Figure 4.6 below shows if employee performance is influenced by organizational motivation incentives.

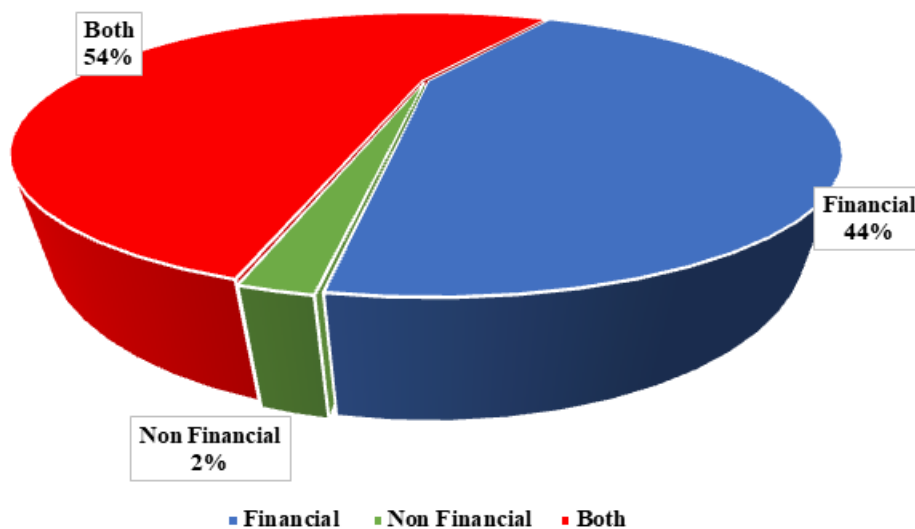


Out of the total number of respondents (n=109, 100%), 27% said they strongly agreed, 52% agreed. Another 16.5. % of the respondents felt that motivation incentives had average influence on the performance of employees at the place of work. A 3.7% disagreed and only 1% strongly disagreed. Therefore the majority 52% said Employee performance is influenced by incentives offered by the Organisation.

Which Incentives do you think motivates employees?

The current study further investigated perceived incentives that motivates the workers. Figure 4.7 below shows what type of incentives respondents felt motivated employees at the place of work.

What incentives motivate employees at the place of work



The above figure 4.6, shows the respondents response on which incentives they thought mostly motivated employees at the place of work. According to the findings, 54.1% of respondents said they are motivated by financial and non- financial incentives followed by 44% of the respondents, said they are

motivated by financial incentives and the other 1.8 % of respondents are motivated by non- financial incentives . The current study therefore established that, majority of the employees valued financial incentives as compared to non-financial incentives.

Qualitative findings on the influence of motivation on employee performance and retention

The current study also employed qualitative method to explore on the effect of motivation on employee performance and retention.

Theme one: allowing workers to have autonomy in performing duties

One respondent said that: *“That employees workers should be allowed to air out their views without fear, which improves motivation. Recognizing and rewarding employees for their hard work”*

Another had this to say: *The need to understand what challenges the employees are facing concerning the workplace, further reduce the disparities that exist among employees, and make sure employees feel they are a part of the business and not instruments to get the job done, growth should be felt by all.*

Apart from that, another respondents suggested that: *Promotion, providing growth opportunities, providing flexible working schedules that makes it possible for employees to have a work-life balance can help improve employee motivation at the place of work.*

Furthermore, other important issues that can help improve employee motivation as suggested by the respondents included providing improved working conditions, offering better salaries to employees, providing training and development programmes for the employees. All these can improve the motivation of the workforce.

Theme Two: employee motivation should be a continuous process

Most of the respondents indicated that, the organisation should come up with a motivation strategy to motivate the workers. Motivation should not be considered as an event activity such as rewarding employees on labour day or Christmas bonus. The organisation should set goals, inform the workers to work towards reaching the target and reward high performing employees in an organisation.

Theme Three: rewarding high performing employees and provide feedback

Other respondents recommended to have regular rewards for best-performing employees. That helps to improve employee motivation and performance. Besides that, it was also suggested that teamwork should be encouraged among employees.

The issue of communication and positive feedback was also suggested to be one of the ways in which motivation can be improved among the employees. In addition to this, treating all employees equally and fairly is also very vital to improving employee motivation at the place of work.

Discussion

The discussion of the current study on the influence of Employee motivation on Employee performance and Employee Retention were presented in light of the research objectives. The research also focused on the implications of the study, the limitations and directions for future research and lastly the recommendation.

RO1. To establish the different types of motivational strategies used to motivate Employees

This second objective was aimed at establishing the different types of motivational strategies used to motivate employees. It is well known that every Organisation employ a number of strategies to motivate employees at the place of work depending on what the Organisation has capacity to afford and manage. These strategies are put in place in order to enhance employee performance.

From the findings, some of the strategies includes performance bonuses, Recognition, Salaries, Promotion, good work culture, and other (all of the above). The findings, the majority 31% of the respondents highlighted that performance bonus was as the number one motivational strategy used. Another 29% indicated Recognition, the other 15% indicated salaries. Promotion 14%, working culture 2% and the remaining 9% of the responded indicated all of the above. Therefore, different employee motivation strategies are needed to motivate employees, because employees are motivated by different needs (Feng & Chen, 2009)... These different motivational strategies have different influence on the motivation of employees are hence influence their performance. For example, as pointed out in the literature review, Salaries or money seems to have great power in attracting employees, maintaining and overall motivating employees towards high levels of performance (Amuche *et al.* 2016).

RO2. To assess the impact of Employee motivation on Employee Performance and retention

From the findings of the current study, the majority 64% of the respondents strongly agreed that there is a relationship between employee motivation (performance) and how an Organisation performs. 35% also agreed and only 1% disagreed. It is therefore clear from the findings of the current study that employee

motivation and performance influence how an Organisation performs to a greater extent. The findings of the current study were similar to what other researchers such as Mutuiri, (2022); Ladzagla, (2017); Eshun, (2011) found that employee benefits strategy and employee recognition strategy influenced employee performance to a great extent. Thus, there is a relationship between employee motivation (performance) and how the Organisation performs. What this implies that if employees are well motivated, they perform better and the Organisation eventually performs better. The opposite is also true. As indicated by Amuche *et al* (2016), in the literature review that it can turn out to be very challenging for any Organisation to attain any level of success, if that particular Organisation has employees that are dissatisfied and or demotivated to perform Organisational tasks as assigned.

Furthermore, findings on employee motivation and retention revealed that the majority 59% of the respondents said employee motivation has an impact on employee retention. This means that employee motivation greatly influences employee retention either positively or negatively. One of the determinant factors for retention is motivation which is influenced by such factors as rewards. As also indicated by George (2019) rewards have the potential no matter how small they are, to influence employee retention. From the study, it is shown also that the Company has favorable retention because the majority 47.70% of the respondents have worked with the Company for up to five (5) years under work experience.

RO3. To assess if Employee performance is influenced by Organisational Incentives

The reason for this objective was to assess whether or not if employees performance was influenced by Organisational performance. From the findings, it was affirmed that Organisational incentives does have an influence on employee performance. Because, the majority 52% of the respondents strongly agreed. These Organisational incentives come to enhance the performance and attitude of employees as affirmed by Liu and Liu (2022) who indicated that incentives come to play a role that is very important in ensuring that the attitude of employees towards work is enhanced. As stated in the literature review. Furthermore, figure 4.7, shows the respondents' response on the types of incentives that motivates them at the place of work. From the findings, out of the total (n=109, 100%) the majority 54% said they are motivated by both financial and non- financial incentives.

Therefore, both types of incentives are required to motivate employees at the place of work. Because, they have the potential to influence the performance of employees as Lui and Liu (2022) adds that both monetary and non-monetary rewards have the potential to boost employee motivation, which will subsequently lead to improved job performance. On the other hand, evidence suggests that employee work performance is impacted when an organization appears to fail to offer incentives to its employees.

Implications of findings

The findings of this research are not conclusive or final. They leave room for other researchers to conduct further research on the topic in the future. This research was restricted to one of the Chain Stores in Zambia on an investigation of employee motivation on employee performance and employee retention.

Limitations of the study and directions for future research

The researcher faced a number of limitations and challenges during the course of the study conducted on an investigation of Employee motivation on employee performance and employee retention. Such limitations as time constraints; dividing the time between the study, work and family, and respondents taking time to respond to the questionnaires.

These challenges faced during this study can be capitalized on by future researchers aiming at conducting a similar study in the future.

Conclusion and Recommendations

The study was successfully conducted on an investigation of employee motivation on employee performance and Employee retention. The findings, therefore strongly reviewed that there is a relationship and that employee motivation influences employee performance and employee retention. Therefore, there is need to have different motivational strategies and Organisational incentives to keep employees motivated so as to influence employee performance and have a healthy employee retention rate. Motivation of employees is very fundamental in influencing employee performance that brings about high levels of morale, high productivity, which eventually affects Organisational performance.

Recommendations

Following the information gathered and obtained from the study, the following are suggested as recommendations:

1. There is need to have and continue having an awareness that employees are motivated differently and therefore, the need to have different motivational strategies and incentives available to motivate employees.

2. There is also need to continue motivating employees, because employee motivation influences how the employees perform and eventually how an Organisation performs.
3. Organisation to continue having an awareness that employee motivation can make a difference between healthy an unhealthy employee retention.
4. In additional to this, it is fundamental to know that employees are the most variable resource of an Organisation and if well managed and motivated, can bring competitive advantage to the Organisation.

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