



The Impact of Motivation on the Performance of Employees (A Case Study of Mine Construction)

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ABSTRACT

Motivation is the term used to describe those processes, both instinctive and rational by which people seek to satisfy the basic drives perceived needs, and personal goals, which trigger human behavior. This study sought to investigate the factors that motivate employees in the workplace and their relationship to employee performance with special reference to MINE CONSTRUCTION. Motivation seems to be one of the most important tools for retaining employees and increasing productivity. Organizations design motivation systems to encourage employees to perform in the most effective way and attract potential candidates.

One of the key elements in boosting performance and achieving corporate objectives is motivation.

At any organization in Malawi or around the world, a lack of motivation or a low level of motivation results in high employee inefficiency, turnover, fraud, corruption, absenteeism, and indiscipline at work.

Employee motivation is important because it can ultimately determine whether a business succeeds or fails by persuading workers to behave in a particular way. According to the report, the management of MINE CONSTRUCTION uses motivational goal-setting to inspire its workers. The management uses a variety of methods for employee incentives, including performance reviews, pay raises, promotions, effective leadership, career advancement, and accomplishment recognition.

The report also shows that the MINE CONSTRUCTION employees were quite unsatisfied with the compensation plan that the company offered. According to the report, employees did not think their compensation and perks were competitive with those offered by competing real estate companies.

Also, the study found that financial rewards were a significant motivator for workers, and management should consider raising their compensation and benefit levels. The study also showed that promotions are a significant cause of certain

employees' demotivation. As a result, this research advises managers to review the processes employed for promotions.

The study's final finding was that although the MINE CONSTRUCTION partly utilized recognition and reward programs, they were ineffective at motivating employees.

ACKNOWLEDGEMENT

Sincere gratitude to the All-Powerful God for assisting and enabling me to complete my study assignment and acquire an academic understanding of this subject. Also, I appreciate my supervisor's help and advice throughout the assignment.

I. INTRODUCTION

1.1 Background to the problem

What motivates workers? One of the most crucial methods for keeping workers on board and boosting output appears to be motivation. An individual's overall performance in an organizational setting is influenced by motivation in addition to other cognitive factors like perception and learning. The role of motivation in the workplace should therefore be highly valued by managers, according to Prasad (2005).

Employee motivation is the degree of dedication, zeal, and creativity that a company's employees exhibit throughout the course of the workday.

Due to the fact that not every task will be enjoyable, it might be challenging for many businesses to retain and improve motivation at work. In order to keep its staff motivated and involved, firms must identify effective engagement strategies. The term "motivation" refers to the factors that influence a person's decision to begin working on a task, the amount of work they choose to put forth, and their decision to continue working on the task while maintaining their aptitude, skills, and task-related knowledge as well as environmental constraints (PRITCHARD, 2008).



Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Hansen, 2012). Well, apart from the key to an organization's success, it's also the level of commitment, drive, and energy that a company's workers bring to the role every day. Without it, companies experience reduced productivity and lower levels of output and it's likely that the company will fall short of reaching important goals too.

Extrinsic motivation and intrinsic motivation are generally acknowledged to exist alongside one another. According to Mosley (2009), intrinsic motivation refers to the activity that a person exhibits as a result of the enjoyable feelings that are connected to the behavior itself. Examples include obtaining favorable feedback, showing appreciation, feeling accomplished, and overcoming a problem.

The joy of achievement or a sense of influence are only a couple examples of intrinsic rewards that result from actually completing the activity. (Mosley, 2009) describe extrinsic motivation as the behavior performed, not for its own sake, but for the consequences associated with it. Examples include salary, benefits, and working conditions. Extrinsic rewards come from the organization as money, perquisites, or promotions from supervisors and co-workers as recognition (Ismail, 2009). Employees are motivated by a combination of both factors at any given point in time (Aguinis, 2012).

Imagine an employee whose work motivation is particularly low. They're probably working at a slower pace, avoiding tasks, and spending time on their phones. But most of all, they are unfocused and are not putting any energy into their work. This not only wastes your resources but could have a knock-on effect on other employees, potentially holding back the entire company from producing work to the highest standard or meeting important targets (Locke, 2006).

On the other hand, a motivated employee is enthusiastic, driven, and takes pride in their work. They accomplish tasks quickly, take action, and want to do a good job, both for themselves and for the company. Whether your company is at its best, or on its way up, staff motivation is very important. The moment it drops, revenue and output could soon follow (Lunenberg, 2011).

This study examined the effect of motivation on the employees of MINE CONSTRUCTION.

1.2 History of Mine Construction

MINE Construction was incorporated in the year 2014 by Samuel Zinthu and Chikondi Mlanga who was just graduated from the University of Malawi the Polytechnic. The company has been actively participating in building construction works since 2015. They have shifted their focus from being a property holding company to a construction company.

MINE construction was founded based on the principle of integrity, hard work and constant improvement, and learning. Our main focus is on property development, being one of the main contractors in Malawi.

Our company prides itself on having an extremely dedicated team of skilled Malawian workers. They possess a 1 billion category status and have successfully completed several projects in both the government and private sectors

1.3 Problem statement

Employee and organizational performance mostly depend on employee motivation. Low motivation affects employees and the organization's performance. Motivated employees are loyal, committed, and productive and provide good services to the organization.

However, observation in the MINE CONSTRUCTION revealed that there are some motivational problems existing including, lack of special incentives, lack of supplementary income opportunities, low salaries, lack of quality housing, lack of promotions, and poor leadership style. With that in mind, I decided to carry out research on MINE CONSTRUCTION, focusing on the effect of motivation on employee performance. Therefore, the completion of this study will help management to improve motivation practices in order to improve employee and organizational performance. Deci, 2013 said, it is human capability and commitment which ultimately differentiate successful organizations from those that fail (Deci, 2013).

1.4 Purpose of the study

The purpose of this study was to determine the effect of motivation on the performance of employees at the MINE CONSTRUCTION.

1.5 Research questions

The study will be guided by the following research questions:

- How do motivational goals impact the performance of employees at the MINE CONSTRUCTION?
- How do financial incentives/monetary factors, promotions, and poor administration affect



the performance of employees at the MINE CONSTRUCTION?

- How do recognition and reward programs affect the performance of employees at the MINE CONSTRUCTION?

- What can be done in order to improve employee motivation at MINE CONSTRUCTION?

1.5.1 Major research objectives

- To identify different types of motivation offered at the MINE CONSTRUCTION

- To find out if the motivation offered by MINE CONSTRUCTION is enough to meet the organization's objective

- To examine the relationship between motivation and employee performance.

- To determine challenges towards effective motivation practice at MINE CONSTRUCTION.

1.6 Justification of the study

The completion of this study intended to help employers to develop new regards towards motivation function in public sectors through the development of better motivation programs that will help to improve employee performance and the organization's performance.

In addition, the study will help the management of the MINE CONSTRUCTION to check if the motivation offered by their organization meets their employee's expectations.

Furthermore, the study intended to help Government policy maker to develop efficient Public Service pay and incentive policy so that it brings a greater positive effect on employee performance.

Lastly, the study will help to contribute to knowledge acquisition for academicians when undertaking further studies in the relevant field with readily evidenced academic materials.

1.7 Scope of the study

The study will cover MINE CONSTRUCTION. 100 employees will be selected randomly for data collection. X officer of mine construction will also be included.

1.8 Chapter Summary

This chapter gives an overview of motivation theories and how they affect employee performance. A brief background of the organization being studied was also explained. The chapter also provided information on the background and statement of the problem, the purpose and justification of the study, the research questions, and the scope of the study. In the next chapter, the researcher reviewed literature based on aspects that influence employee motivation and its impact on performance with chapter three looking at the

research methodology adopted. In chapter four, the researcher sums up the results and findings of the study and chapter five provides a discussion, conclusions and recommendations furnished by the study.

II. LITERATURE REVIEW

2.1 Overview

This Chapter aimed at presenting relevant literature pertaining to the study which includes theoretical literature, empirical literature and summary of the empirical literature.

2.2 Motivations definitions

Motivation is a critical element in employee performance and productivity. Even when people have the right skills, clear work objectives, and a supportive work environment, they would not get the job done without ample motivation to meet those work objectives (Denisi, 2016). He elaborates that motivated employees are enthusiastic to exert a certain level of effort (intensity), for a certain amount of time (persistence), toward a distinct goal or direction (Fincham, 2015).

According to (George, 2013), motivation is derived from the word motive; motives are drives or impulses within an individual, which prompt him to action. They are expressions of a person's needs or wants hence they are personal, internal and they determine the behavior of an individual. Therefore, organizations need a better understanding of what it is that people want.

Motivation is the forces that energizes, direct and sustain behavior. It can be intrinsic where behavior is affected by factors that may arise from work itself and are self-generated or extrinsic, which occurs when things are done or for people to motivate them (Jonathan, 2002).

Motivation is central to any discussion of work behavior because it is believed that it has a direct link to good work performance; it is assumed that the motivated worker is the productive worker (Huselid, 2005).

2.3 Types of motivation

2.3.1 Intrinsic Motivation

Intrinsic Motivation refers to individual motivation stimuli that are coming from within. A desire to perform a specific task because its results are in accordance with his belief system or fulfill a desire and therefore importance is attached to it. Our deep-rooted desires have highest the motivation power (Prasad, 2005).

2.3.2 Extrinsic Motivation

According to Ryan & Deci, 2000 extrinsic motivation is when people act because of external factors that prompt them to take action. Extrinsic



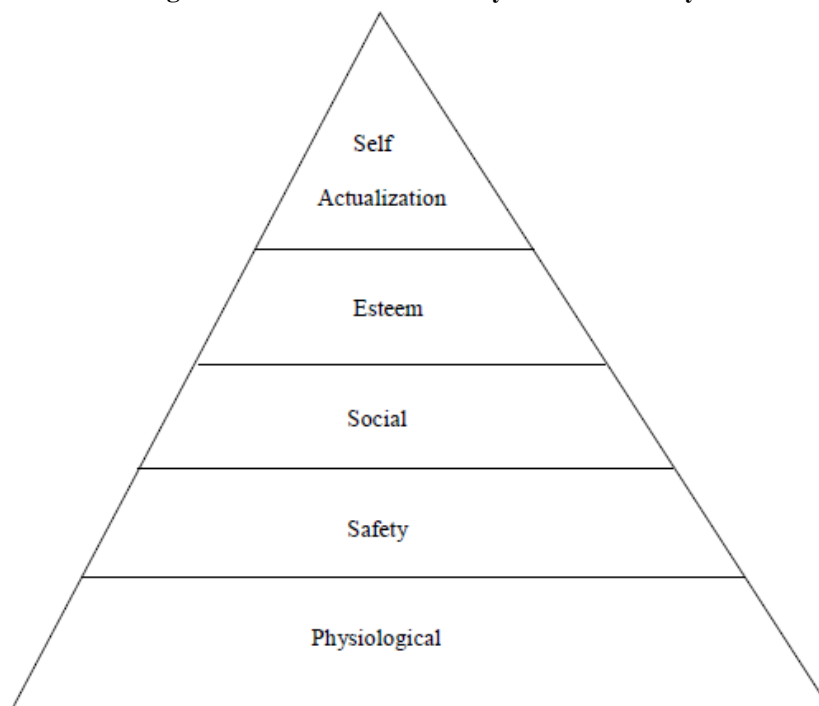
motivation is concerned with whatever activity is done to attain an outcome that is separable from the activity itself. In a career context extrinsic motivation means the desire to satisfy the need or goals that are not related to the work itself. For example, considering work as a mere tool for earning money.

2.4 Theoretical review

2.4.1 Maslow's hierarchy of needs theory

One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy ascending from the lowest to the highest and he concluded that when one set of needs is satisfied this particular need ceases to be a motivator. The hierarchy is illustrated by the figure below:

Figure 1.1: Maslow's Hierarchy of Needs Theory



- **Physiological needs**

Physiological Needs are the basic needs that every individual needs to survive. They are like food, air, shelter and water. If these basic needs are not met, then the employee will not be able to go through other levels (Jen, 2009). The majority of person's activities will probably be at this level, and other levels will provide him with the little motivation.

- **Safety needs**

Safety needs are the needs related the feeling of the employee of being secure and safe like having the medical insurance, job security, etc. According to McGregor management should establish favorable environment and develop better employment policies while(Adams, 2010)suggest that one's attitude toward security is an important consideration for choosing a job. Organisation can influence security needs positively through pension

plan, insurance plan etc or negatively by arousing fears of being fired, laid off or demoted.

- **Social needs**

These needs are related to the interactions with other. The relationship of the individual with the people surroundings. Like having friends and feel accepted from others. If the opportunity for association with other people is reduced, men often take vigorous action against the obstacles intercourse. Such environment develops where the work is routine, tedious, over-simplified when there is close supervision and control but there no clear channel of communication with management.

- **Esteem needs**

Esteem is the feeling of being important. Esteem needs are classified to internal and external needs (Kalim, 2010). **Internal esteems** are these related to self-esteem like respect and achievement. **External**



esteem needs are those such as social status and recognition that comes with the achievement.

- **Self-actualization needs**

It is the need of reaching the full potential as an employee. According to (Gregory, 2011) this need is never fully achieved. Self-Actualization Needs are like truth, wisdom and justice.

There are different ways the organization can satisfy their employees and motivate them. Money is the number one motivation factor that may satisfy the employee's physiological needs as well as the safety needs. Social needs can be met by providing the employee a workplace in a way that it is easy to communicate and collaborate with others. Also, organizations get to gather and entertainment activities will build good relationships between employees from different levels which will satisfy the social / Love & belonging needs (Jonathan, 2002).

2.4.2 Two-factor theory of Fredrick Herzberg

In 1959 Fredrick Herzberg introduced a theory with two motivation factors. The two factors are hygiene

factors and motivators. The theory explains the factors that motivate employees by identifying their individual needs and desires. The dissatisfaction factor is called "hygiene" and the satisfaction factor is "motivators" (Hansen, 2012).

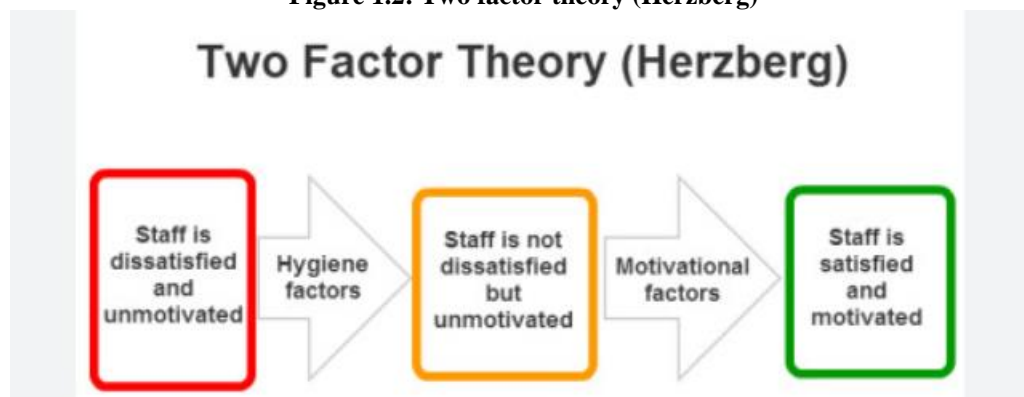
1. Hygiene factors

Hygiene factors are organization related. Like the policies and procedures, salary and job security. Dissatisfaction comes if these factors are not existed in the workplace. It simplifies the physiological needs which the employees expected and need to be satisfied (Jen, 2009).

2. Motivator factor

Motivator factors determine satisfaction. They are intrinsic factors such as a sense of achievement, recognition, responsibility, and personal growth which motivate employees for greater performance (Smith, 2005).

Figure 1.2: Two factor theory (Herzberg)



2.5 Motivation approaches and their effect on employee's satisfaction and performance

Motivation approaches have been defined as tools and techniques which can be used to motivate employees. Some of the approaches are:

2.5.1 Praise

Saying thanks and admire individuals is the most commonly ways of motivating employees. It is easy to use, and it is said usually from the heart and naturally. Looking on the employee's eyes in front of others and say thanks, really means a lot (Deci, 2013).

When employees feel that their managers appreciate and praise them, they tend to perform better which leads to higher business productivity.

2.5.2 Salary / wages/ increments

(Deci, 2013), have done an analysis of motivation programs and productivity, they found that financial aspects and payments are the largest effect on employee productivity. Furthermore, for employees to feel safe in terms of work, they prefer getting good salaries and allowances rather than receiving appreciation (Aguinis, 2012).

2.5.3 Recognition

According to (Sajuyigbe, 2013), recognition is a return on an employee's effort and dedication at work, as well as his or her results. An employee recognition program can be a great morale-building program for any organization, whether large or small. It is a useful positive tools where usually people get recognized by their work and job done and based on that they receive recognition. (Aguinis, 2012) stated



that employees work harder when they are recognized and appreciated for their effort toward the work and tasks have been given. When employees get recognized and appreciated, they do their best to prove the skill, talents and abilities they have.

(Wiese, 2013) stated that employees work harder when they are recognized and appreciated for their effort toward the work and tasks have been given and this is a simple, easy and powerful strengthen system. When employees get recognized and appreciated, they do their best to prove the skill, talents and abilities they have.

2.5.4 Management communication style

Communication is an important aspect of motivation. It affects directly the employee motivation and satisfaction and choosing the best communication style to apply on employees when going for motivation is an important factor on motivation approach. For example, when management communicates with their employees face to face is a motivated approach to people than sending those emails (Stanley, 2012).

Employees who know what is going on in the company as soon as they can and directly from their boss and manager are very important. It builds a good relationship between them which will help a lot with motivation. By this, they can take important decisions toward their job and work (Smith, 2005).

2.6 Motivation / performance relationship

Motivation is a critical ingredient in employee performance and productivity. Even when people have the right skills, clear work objectives, and a supportive work environment, they would not get the job done without ample motivation to meet those work objectives (Selvarajan, 2016). He elaborates that motivated employees are enthusiastic to exert a certain level of effort (intensity), for a certain amount of time (persistence), toward a distinct goal or direction (Selvarajan, 2016).

(Sajuyigbe, 2013), identified that greater motivation will have a direct effect in improving productivity through greater effort and possibly innovation. They also stated that motivation leads to a productive with high performance employee who does the best at work, saves time and effort and also volunteers to do more than what is required. Such employee will be a great resource to the business and a great model to be followed by others.

“Business productivity is dependent on employee job satisfaction”. This is because when an employee feels satisfied, secure and trust the employer, they will work harder which will enhance the business productivity (Redmond, 2015).

When employees feel motivated to work are likely to be more stable, productive and innovative and turn out the work with high quality and with their full potential. On the other hand, unmotivated employee is likely spend little time with no effort on work, avoid the work as much as they can, leave the organization as soon as they get another opportunity and they produce low quality work (Newstrom, 2014)

2.7 Chapter Summary

This chapter has presented a preview of pertinent literature on employee motivation and performance in organizations and various research theories have been presented. The section has highlighted the definitions of motivations, types of motivation, motivation theories, motivation/performance, and lastly motivation approach and their effect on employee performance. The next chapter will present essential research methods that will be used to carry out this research.

III. RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the methodology that was used in conducting the research study. This chapter presents the research design and focuses on the following: sampling techniques, data collecting methods, data analysis methods and interpretations.

3.2 Research design

The exploratory research design used in this study was a case study of MINE CONSTRUCTION. A case study focuses on one organization selected from the total population of organizations in the same industry (Adams, 2010).

Descriptive research design was used in this study. Descriptive research involves gathering data, describes phenomenon and then organizes, tabulates, depicts and describes data collection, in the form of graphs and charts, in order to help the reader, understand the distribution of data (Salasiah, 2010).

3.3 Population and Sampling Design

3.3.1 Target population

The study population refers to the total collection of elements which one would like to study or make inferences (Cohen, Manion and Morrison, 2013). The population aspect however refers to the individual participant or object on which the measurement is taken; it is the unit of study (Cooper and Schindler, 2011). The study population was composed of 100 employees of Mine construction selected randomly in their three head offices.



Table 1.1: Population distribution

Office	Number of employees
Southern region office	40
Central region office	30
Northern region office	30
Total	100

3.3.2 Sampling Design

Sampling refers to the process by which part of the population is selected and conclusions are drawn from it (Scott, 2016) defines research design as the general plan of how the research questions would be answered. The research design for this study was the investigation research design to assess the relationship between the effect of motivation and employee performance. This was therefore qualitative and quantitative in nature.

3.4 Sampling Frame

The sampling frame is the actual list of individuals that the sample will be drawn from. The sampling frame for this study consisted of 100 officers from 3 regional offices selected randomly. According to Cooper and (Cooper, 2011), a sampling frame refers to the list of elements from which the sample is actually drawn, and is closely related to the population.

3.5 Sampling Technique

A convenient sampling simply includes the individuals who happen to be most accessible to the researcher. This is easy and inexpensive to gather initial data. According to (Ryan, 2016), a convenient sample results when the more convenient units are chosen from a population for observation.

3.6 Sample Size

This refers to the number of elements selected from a given population. Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Salasiah, 2010). Considering the nature of the sampling technique selected for the study, the sample size of the study was 100 officers working in 3 different regional offices.

3.7 Data Collection Methods

(Sara L. Rynes, The importance of pay in employee motivation: discrepancies between what people say and what they do, 2010) state that data collection methods refer to the process of gathering data after the researcher has identified the types of information needed which is; the investigative questions the researcher must answer, and has also identified the desired data type (nominal, ordinal, interval or ratio) for each of these questions and also ascertained the characteristics of the sample unit that is, whether a participant can articulate his or her ideas, thoughts

and experiences. The type of data collected was primary data and the collection tool was a self-administered questionnaire given to 100 officers. In addition to questionnaire observation and interviews will also be used as data collection methods. The closed-ended questions enabled the collection of quantitative data for statistical analysis. The open-ended questions on the other hand elicited qualitative responses about the respondents' views on the issues under study. The questionnaire was validated in order to help identify any ambiguous and unclear questions to the respondents by conducting a pilot test before the actual data collection.

3.8 Research Procedures

A letter addressed to MINE CONSTRUCTION management was written requesting permission to carry out the research. A tailor-made questionnaire was developed by the researcher, specifically for this study. The data collection method that was used was a structured questionnaire and more specifically a self-administered one. A letter addressed to the respondents, assuring anonymity was also attached to the questionnaire.

3.9 Data analysis

The data collected was coded and captured into the computer for analysis using Statistical Package for Social Sciences (SPSS) version 24. The data was then presented in a convenient and informative way including frequency tables, graphs and charts for easier analysis and interpretation. Descriptive analysis was used to determine the proportions and frequency of the variables. The results were presented in the form of tables and figures.

3.10 Chapter Summary

In this chapter, the methods that were used to carry out the research were identified as well as the sampling design, sampling frame and sampling technique. The researcher conducted a case study and administered a questionnaire to each respondent. The study was based entirely on primary data collected from the respondents. After the data was collected, the researcher used SPSS to analyze and derive the findings. The next chapter looks at the data collected and presents it in the form of graphs, tables and charts in order to ease understanding and interpretation.



IV. RESULTS AND FINDINGS

4.1 Introduction

This chapter discusses the results of the findings of the data analyzed from the questionnaires and other sources of secondary data. It has been summarized and presented in the form of tables, charts and narratives.

4.1.1 Response rate

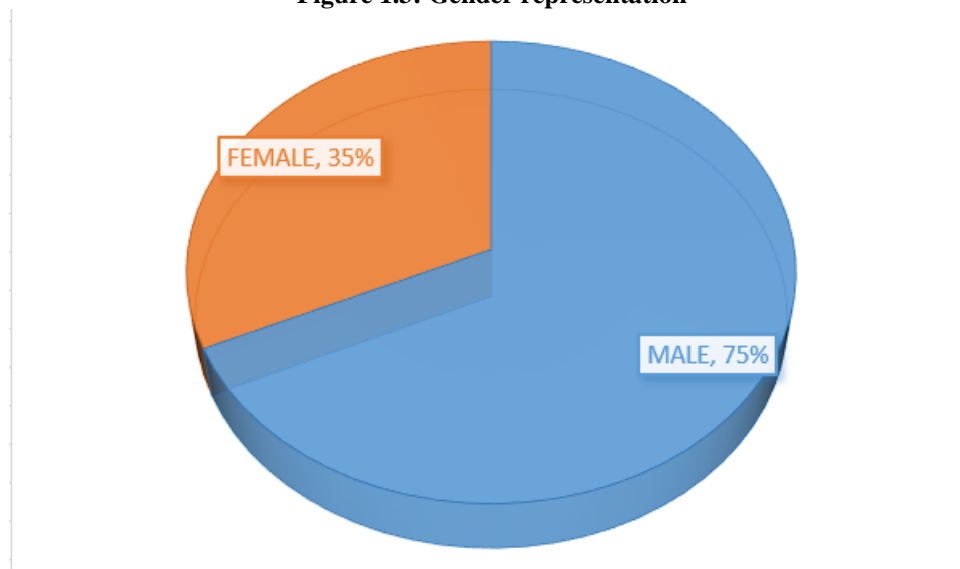
110 questionnaires were distributed to the population and 105 were received. After cleaning the data by carefully scrutinizing the data to ensure

all questions were filled appropriately, 100 remained, giving this study a response rate of 100% since we plan to have 100 respondents.

4.1.2 Gender

The respondents were asked to indicate their gender and the results are shown below. **Figure 3.1** is indicative of the results which were obtained where 75% of the respondents were male and 35% were female, thereby indicating that MINE CONSTRUCTION has more male employees than female.

Figure 1.3: Gender representation



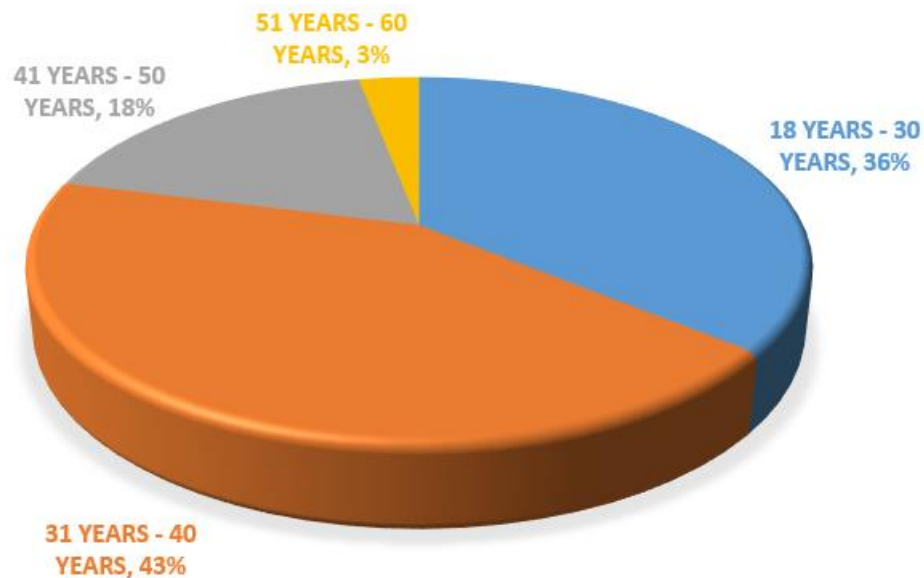
4.1.2 Age Group

The respondents were asked to indicate the age group they belong, since in our constitution a personal with 18 years is qualified to be an adult, so the age group will start at 18 years and end at 60 years which is a mandatory retirement age. so the

age group were between 18 years and 60 years. Figure 4.2 shows that 36% are between 18 years and 30 years, 43% are between 31 years and 40 years, 18% are between 41 years and 50 years and lastly 3% are between 51 years and 60 years.



Figure 1.4: Age group representation

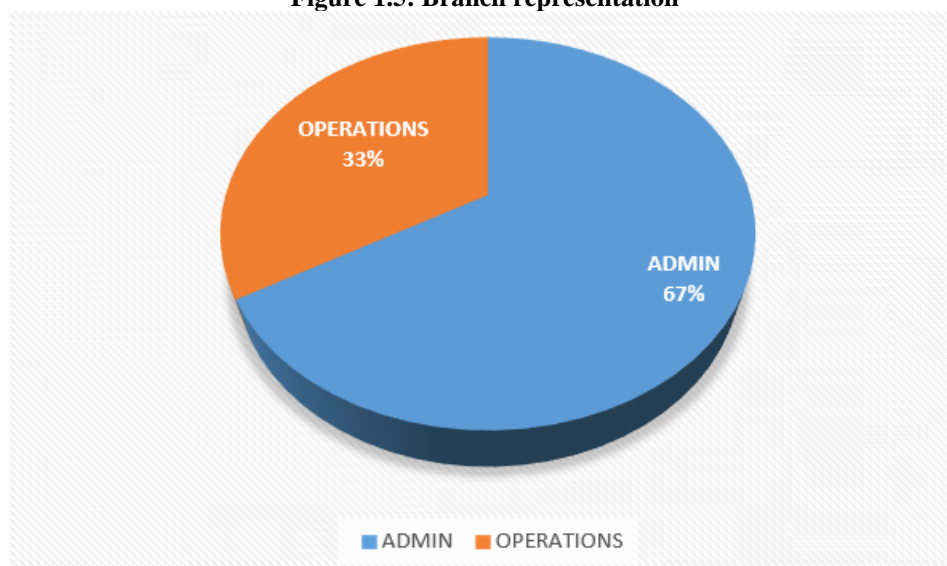


4.1.3 Branch

The respondents were asked to indicate the branch they belong and the results are shown below.

The company have two main branches namely; administration and operations. Figure below shows that 37% of the respondents are from administration and 73% are from operations.

Figure 1.5: Branch representation

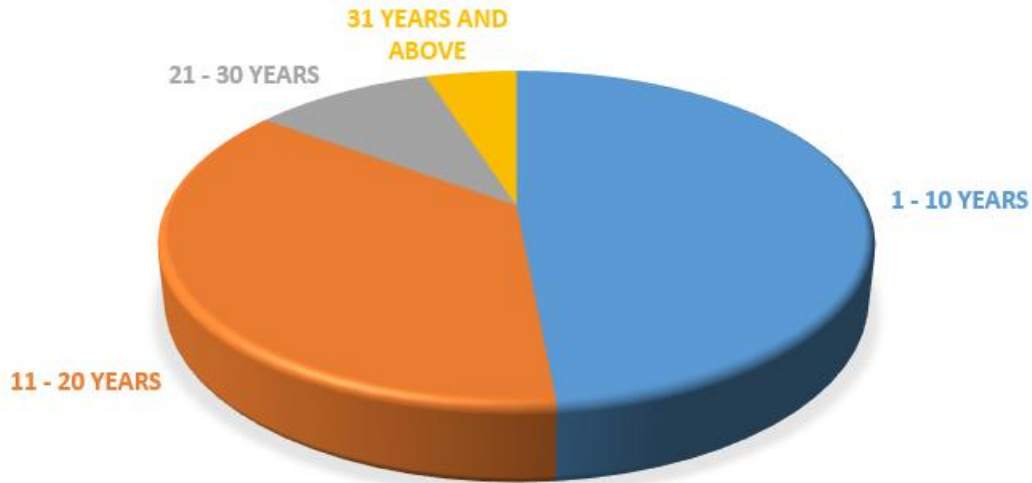


4.1.4 Number of years worked

The respondents were asked to indicate the number of years they had worked with the **MINE CONSTRUCTION**. Figure below shows that 49% of the respondents have worked between 1 to 10 years, 37% have worked between 11 years to 20 years, 10% have worked between 21 years to 30 years while 4% have worked 31 and above.



Figure 1.6: Number of years worked representation



4.2 Effect of Monetary Factors on Employee Performance

The respondents were asked to rate various monetary factors using the scale Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree. The results of the study were as follows:

4.2.1 Satisfaction with Pay

The respondents were asked to indicate whether they were satisfied with the salary they receive and

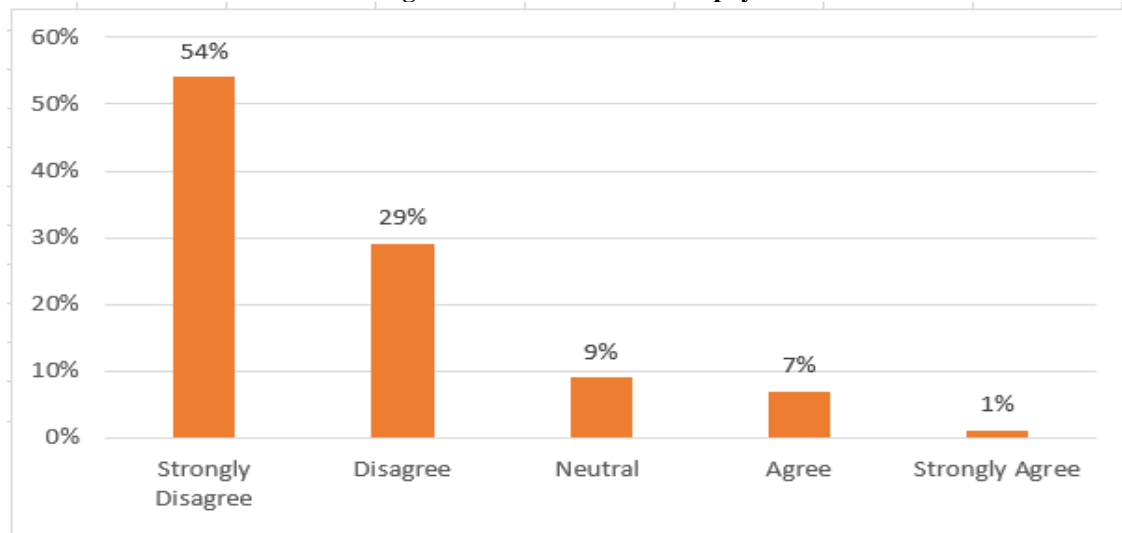
the results are shown. shows that 56% strongly disagreed, 29% disagreed, 9% were neutral, 4% agreed while 2% strongly agreed. This results show that majority of the employees are dissatisfied with the level of pay they receive. This results show that majority of the employees are dissatisfied with the level of pay they receive.

Table 1.2: satisfaction with pay

Satisfaction with Pay	Frequency	Percent
Strongly Disagree	54	54%
Disagree	29	29%
Neutral	9	9%
Agree	7	7%
Strongly Agree	1	1%
Total	100	100%



Figure 1.7: Satisfaction with pay



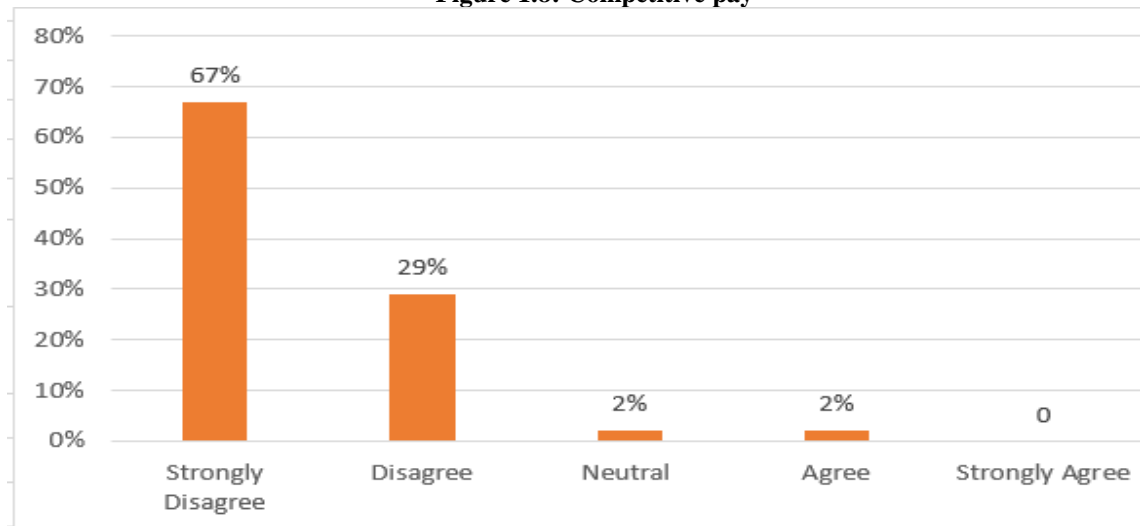
4.2.2 Competitive Pay

The respondents were asked to indicate whether the pay they receive is competitive when compared to other institutions and the results are shown. Figure 8 below shows that 67% strongly disagreed, 29% disagreed, 2% were neutral, 2% agreed while 0% strongly agreed. The results show that majority of the employees do not think that the pay offered by the Malawi Police Service is competitive when compared to other institutions.

Table 1.3 Competitive pay

Competitive pay	Frequency	percent
Strongly Disagree	67	67%
Disagree	29	29%
Neutral	2	2%
Agree	2	2%
Strongly Agree	0	0
Total	100	100

Figure 1.8: Competitive pay





4.2.3 Competitive Benefits

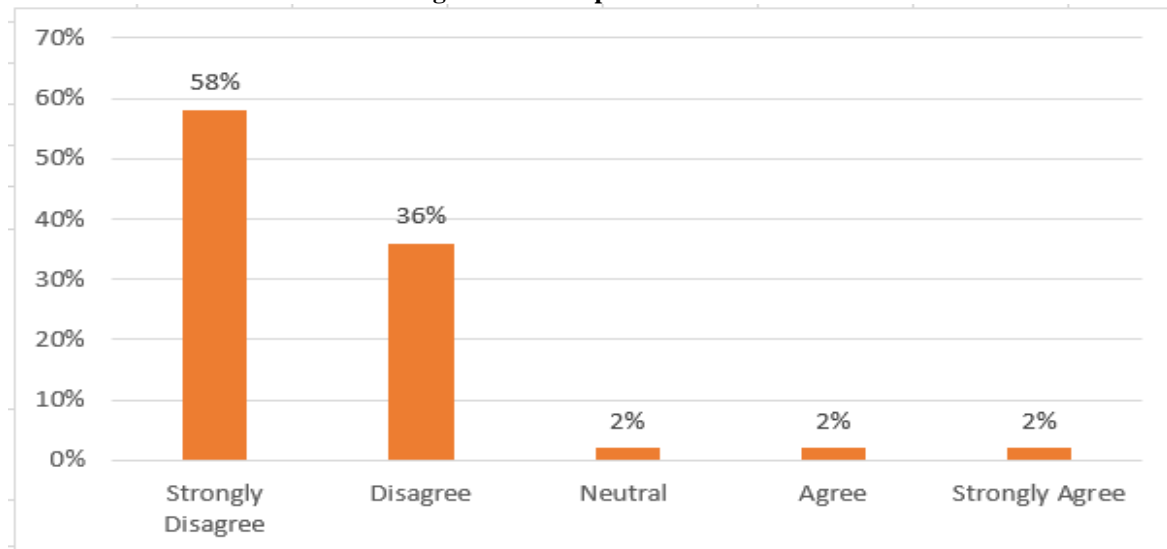
The respondents were asked to indicate whether the benefits they receive is competitive and the results are shown. Table shows that 58% strongly disagreed, 36% disagreed, 2% were neutral, 2% agreed, 2% strongly agreed.

agreed while 2% strongly agreed. The results show that majority of the employees do not think that the benefits offered by the MINE CONSTRUCTION is not competitive.

Table 1.4: Competitive benefits

Competitive benefits package	Frequency	percentage
Strongly Disagree	58	58%
Disagree	36	36%
Neutral	2	2%
Agree	2	2%
Strongly Agree	2	2%
Total	100	100%

Figure 1.9: Competitive benefits



4.2.4 Monetary Reward

The respondents were asked to indicate whether the organization uses monetary rewards e.g. bonus's or allowances to motivate and the results are shown. Table below shows that 5% strongly disagreed, 8% disagreed, 2% were neutral, 49% agreed while 36% strongly agreed.

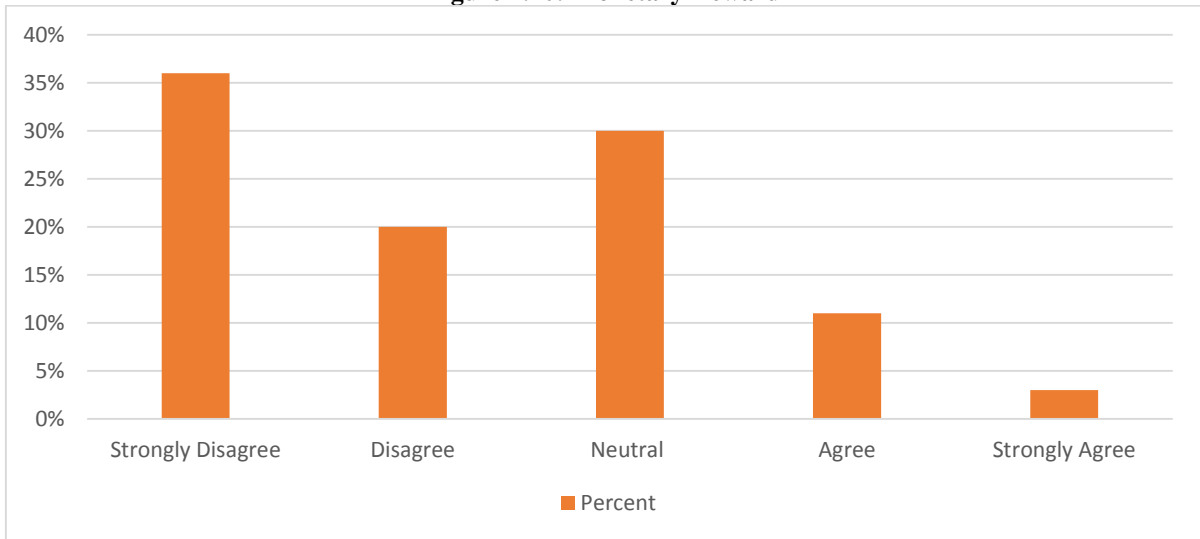
disagreed, 2% were neutral, 49% agreed while 36% strongly agreed. The results show that majority of the employees do not think that the MINE CONSTRUCTION uses monetary rewards to motivate them.

Table 1.5: Monetary reward

Monetary Reward	Frequency	Percent
Strongly Disagree	2	2%
Disagree	6	6%
Neutral	8	8%
Agree	35	35%
Strongly Agree	49	49%
Total	100	100



Figure 1.10: Monetary Reward



4.2.5 Money as an Incentive

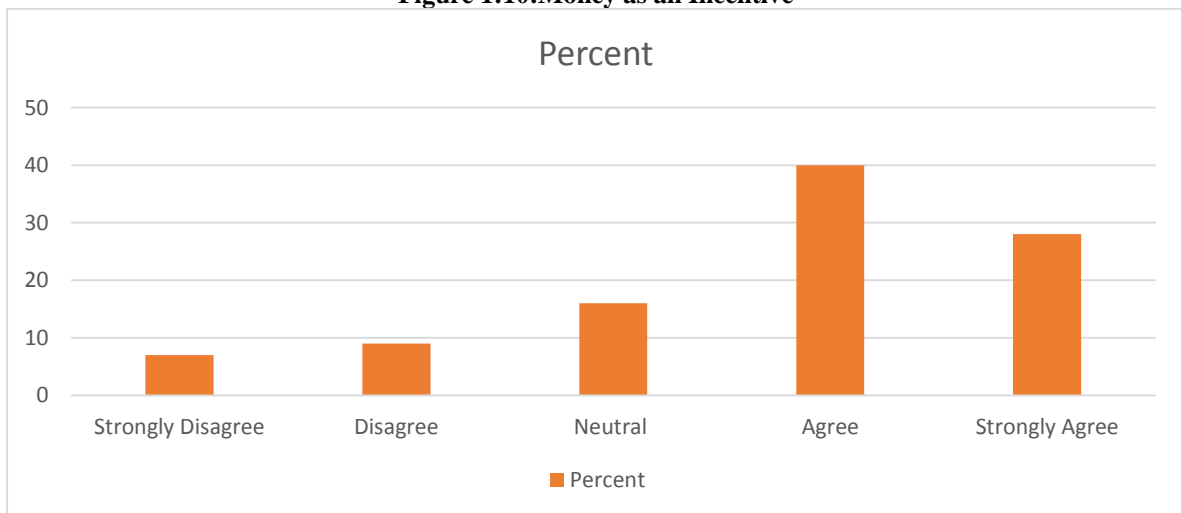
The respondents were asked to indicate whether money is a crucial incentive to work motivation and the results are shown. Table below shows that 2% strongly disagreed, 4% disagreed, 7% were

neutral, 29% agreed while 48% strongly agreed. The results show that majority of the employees agree that money is a crucial incentive to work motivation.

Table 1.6: Money as an incentive

Money as an Incentive	Frequency	Percentage
Strongly Disagree	4	2
Disagree	8	4
Neutral	12	7
Agree	26	29
Strongly Agree	52	58
Total	100	100

Figure 1:10:Money as an Incentive





4.2.6 Salary Dissatisfaction

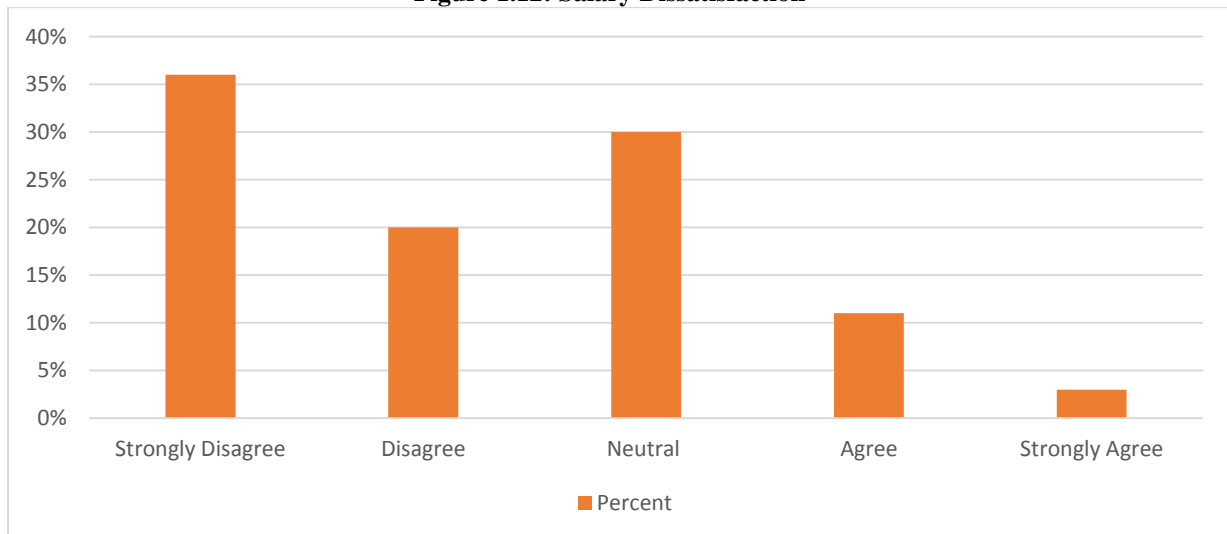
The respondents were asked to indicate whether their salary have led to a dissatisfaction of their employment and the results are shown. Figure below shows that 7% strongly disagreed, 9%

disagreed, 16% were neutral, 40% agreed while 28% strongly agreed. The results show that majority of the employees are dissatisfied with their employment as a result of their salaries, company policies, working conditions and supervision.

Table 1.7: Salary dissatisfaction

Salary Dissatisfaction	Frequency	Percent
Strongly Disagree	7	7
Disagree	9	9
Neutral	16	16
Agree	40	40
Strongly Agree	28	28
Total	100	100

Figure 1.12: Salary Dissatisfaction



4.2.7 Attract and Retain Employees

The respondents were asked to indicate whether the company pay policy attracts and retains high performance employees and the results are shown. Figure below shows that 67% strongly disagreed,

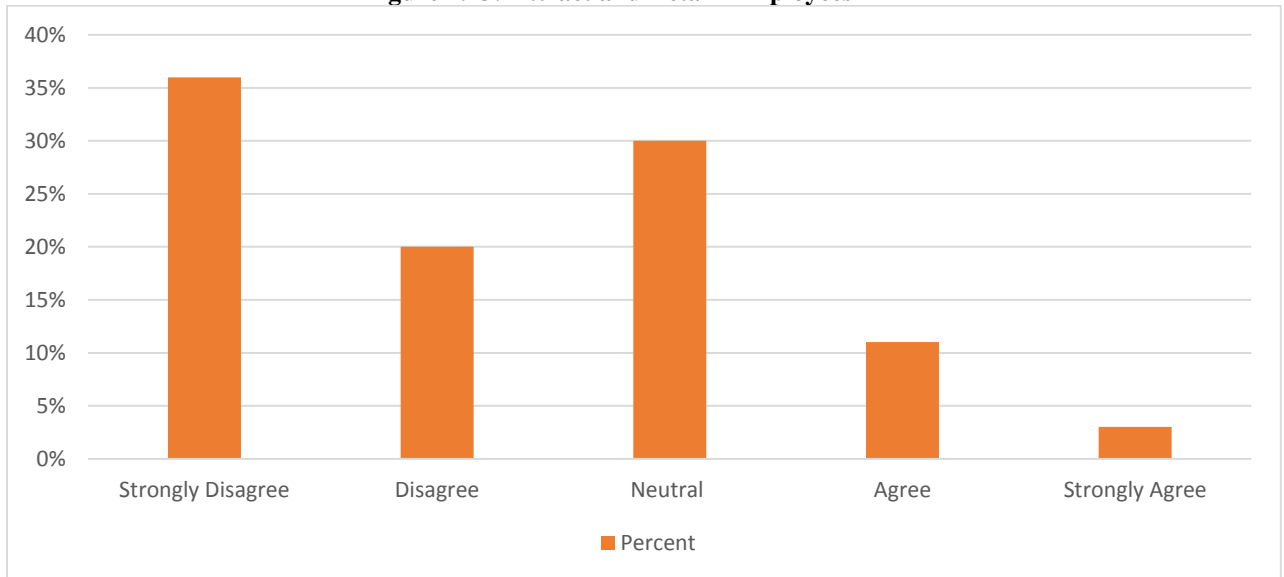
27% disagreed, 2% were neutral, 4% agreed while no respondent strongly agreed. The results show that majority of the employees do not believe that the company pay policy attracts and retains high performance employees.

Figure 1.8: Attract and Retain Employees

Attract and Retain Employees	Frequency	Percent
Strongly Disagree	67	67
Disagree	27	27
Neutral	2	2
Agree	4	4
Strongly Agree	0	0
Total	100	100



Figure 1.13: Attract and Retain Employees



4.2.8 Recognition by Management

The respondents were asked to indicate whether it is important to them to be formally recognized by management and the results are shown. Figure below shows that 2% strongly disagreed, 2%

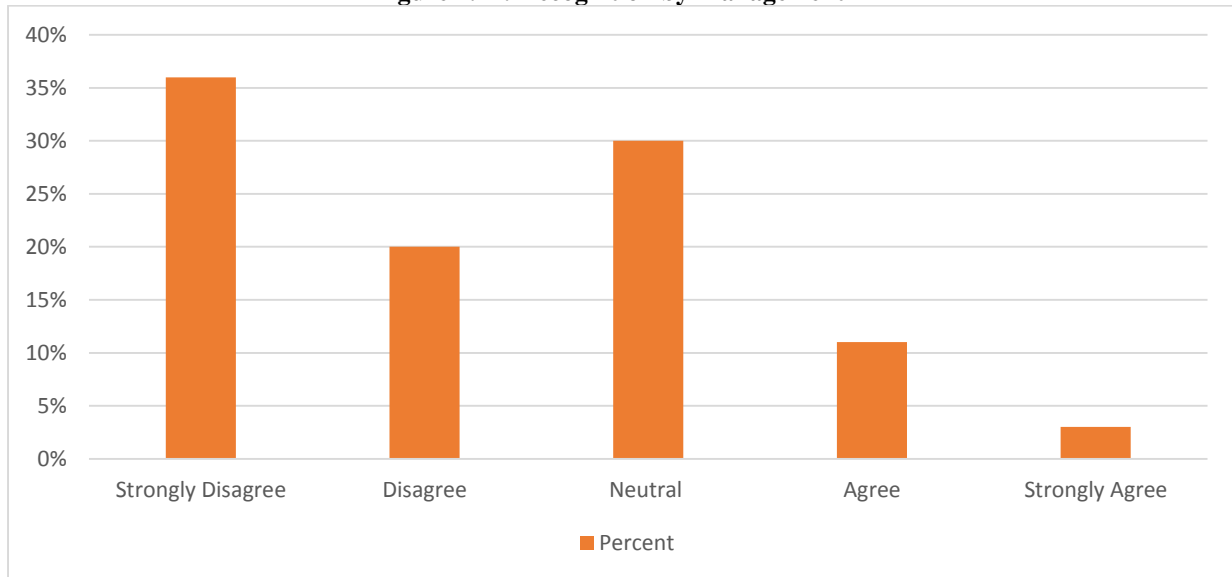
disagreed, 11% were neutral, 27% agreed while 58% strongly agreed. The results show that majority of the employees would like to be formally recognized by management for a job well done.

Table 1.9: Recognition by management

Recognition by Management	Frequency	Percent
Strongly Disagree	2	2
Disagree	2	2
Neutral	11	11
Agree	27	27
Strongly Agree	58	58
Total	100	100



Figure 1.14: Recognition by Management



4.2.9 Training and Development as Rewards

The respondents were asked to indicate whether training and development is used as a reward and the results are shown. Table below shows that 7% strongly disagreed, 4% disagreed, 20% were

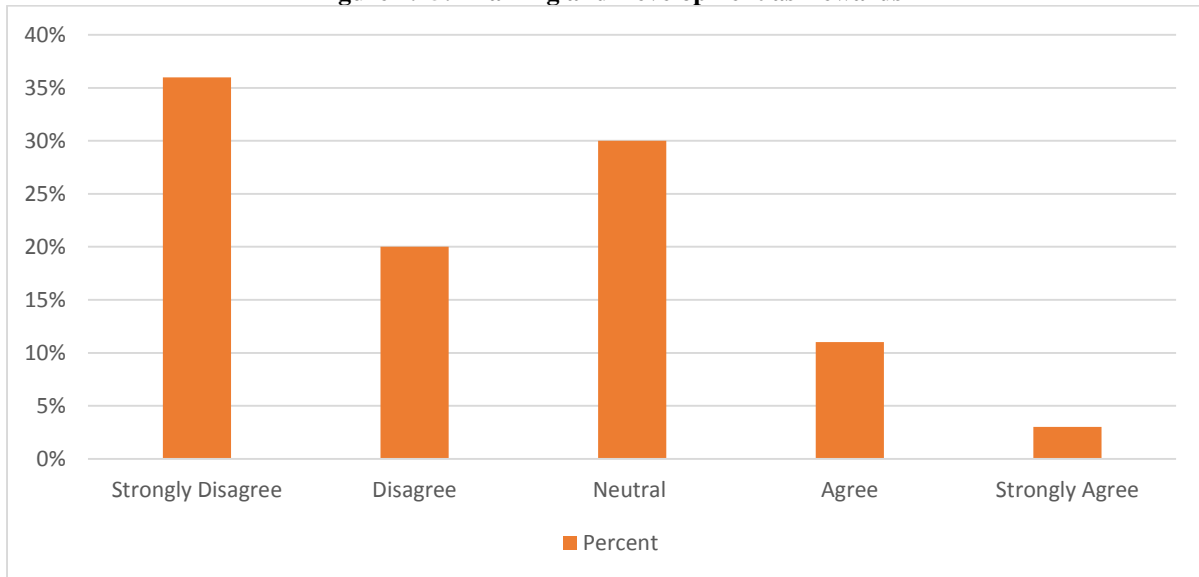
neutral, 33% agreed while 36% strongly agreed. The results show that the company use training and development as a reward that can motivate employees.

Table 1.10: Training and development

Training and Development as Rewards	Frequency	Percent
Strongly Disagree	7	7
Disagree	4	4
Neutral	20	20
Agree	33	33
Strongly Agree	36	36
Total	100	100



Figure 1.15: Training and Development as Rewards



4.2.10 Equitable Reward Scheme

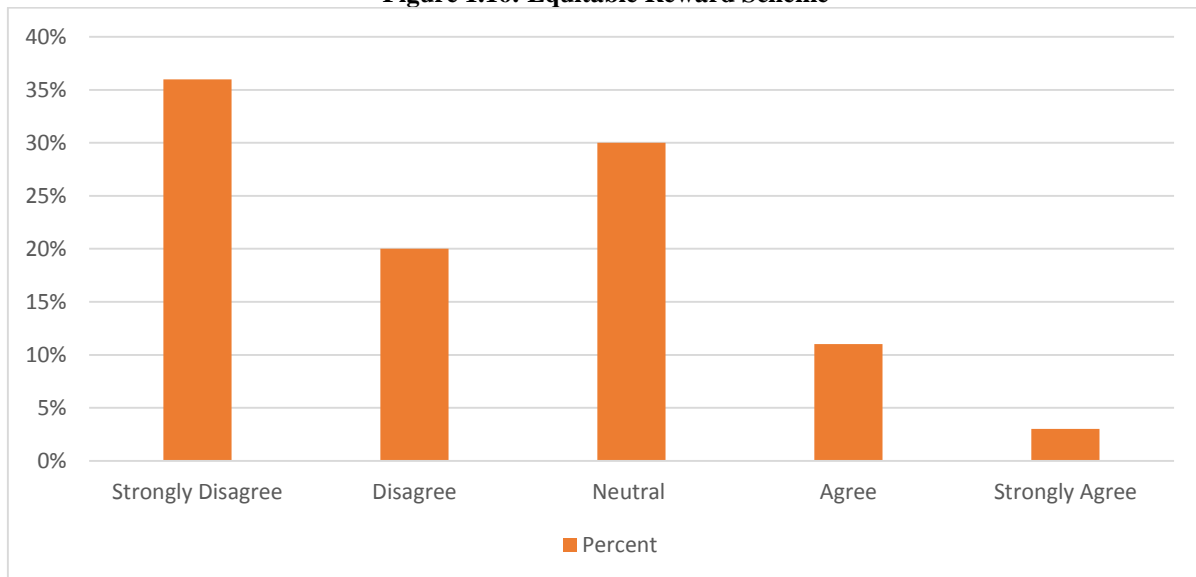
The respondents were asked to indicate whether the current reward scheme was equitable and the results are shown. Figure below shows that 31% strongly disagreed, 36% disagreed, 20% were neutral, 11% agreed while 2% strongly agreed. The results show that the employees do not consider the current reward scheme as equitable or inequitable and may have a sense of apathy towards it.

Table 1.11: Equitable reward scheme

Equitable Reward Scheme	Frequency	Percent
Strongly Disagree	31	31
Disagree	36	36
Neutral	20	20
Agree	11	11
Strongly Agree	2	2
Total	100	100



Figure 1.16: Equitable Reward Scheme



4.2.11 Increased Performance

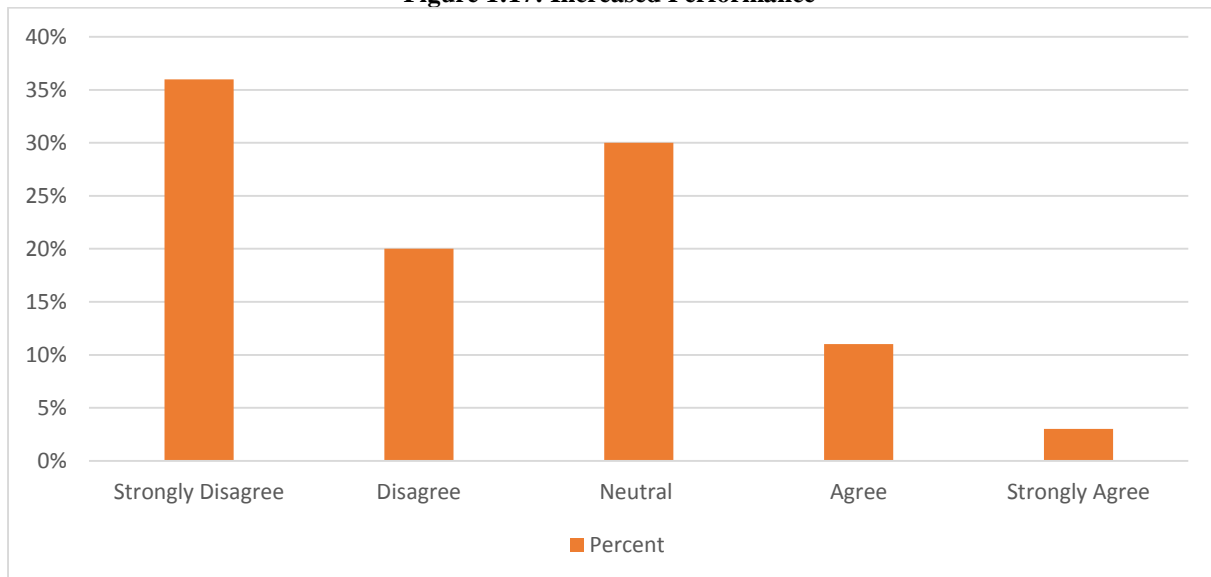
The respondents were asked to indicate whether the current recognition and reward program had increased their performance and the results are shown. Figure shows that 36% strongly disagreed, 20% disagreed, 30% were neutral, 11% agreed while 3% strongly agreed. The results show that the current recognition and reward program does not motivate the employees to increase their motivation.

Table 1.12: Increased performance

Increased Performance	Frequency	Percent
Strongly Disagree	36	36%
Disagree	24	20%
Neutral	27	30%
Agree	11	11%
Strongly Agree	3	3%
Total	100	100



Figure 1:17: Increased Performance



4.3 Chapter Summary

The chapter has presented the findings of the study by giving brief explanations on the figures presented. Demographics of the population were presented in the form of charts and frequency analysis was used to give percentages. The demographics analyzed were gender, age group, branch and number of years worked. The next chapter gives the study's discussion, conclusion and offers recommendations.

V. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study. The chapter gives the study summary and the discussions guided by our main objectives. The chapter will also give conclusions that have been derived from the study findings and finally the proposed recommendations.

5.2 Summary

5.2.1 Monetary Incentives

The primary purpose of this study was to determine the impact of motivation on employees' performance using the case of MINE CONSTRUCTION, MALAWI. The study was guided by the following research questions: How do motivation programs impact the performance of employees at MINE CONSTRUCTION? How do financial incentives affect the performance of employees at MINE CONSTRUCTION? And, how do recognition and reward programs affect the performance of employees at MINE CONSTRUCTION?

The study adopted a descriptive research design. The population of this study comprised 110 employees of MINE CONSTRUCTION from their two main branches namely; administration and operations. Primary data for the study was collected using a structured, tailor-made questionnaire. Descriptive analysis was used to determine the proportions and frequency of the variables. Statistical Package for Social Sciences (SPSS) version 24 was used to facilitate the data analysis. The study revealed that MINE CONSTRUCTION uses monetary incentives to motivate its employees. The study revealed that the monetary incentives provided by the management were not enough to fully motivate employees of MINE CONSTRUCTION. The study further showed that the employees were unhappy with the level of pay they received and did not think that the pay received is competitive with other companies in the industry. The study also showed that the company did not maintain a competitive benefits package and did not also use monetary rewards like commissions to motivate their staff. Additionally, the study revealed that employees would be happy to receive overtime allowances which was not currently being provided by the company. The study showed that the salary paid to employees had led to dissatisfaction with employment and that it was an indication of the value the company had placed on employee services. The study also showed that the employees placed high importance on money because they believe it is a crucial incentive to work motivation. Finally, the study showed that the company do not



have salary structure that attract and retains high performing employees.

5.3 Recognition and rewards

The study revealed that MINE CONSTRUCTION used recognition but did not use rewards to motivate their employees. The study showed that the current recognition and reward programs do not motivate the employees.

The study revealed that it was important for employees to be recognized by both management and co-workers for a job well done. The study showed that the company uses recognition, inclusive decision making and flexible working hours. However, the company did not use rewards like gift and shopping vouchers to motivate employees.

The company did not use training and development to motivate employees and finally the study revealed that the current recognition and reward system is seen as being inequitable.

5.4 Discussion

5.4.1 Impact of Monetary Factor on Employee Performance

The study showed that employees MINE CONSTRUCTION were not satisfied with the level of pay they received. This is shown by 19% of the respondents who agreed compared to 65% who disagreed. This indicates that MINE CONSTRUCTION is not paying its employees well and they are unhappy with their salaries.

The study revealed that the MINE CONSTRUCTION did not offer competitive salaries when compared to other companies in the industry. The study showed 9% of respondents agreed that the salary was competitive while 73% disagreed. Additionally, the study showed that the company did not offer a competitive benefits package with 26% agreeing with the statement and 54% disagreed.

The study revealed that employees of MINE CONSTRUCTION would appreciate if management gave them house allowances plus transport allowance. The company does not have staff houses and most employees stay away from offices looking for cheaper accommodation. 55% of the respondents agreed that they would be satisfied with the monthly expense allowance while 31% disagreed.

5.4.2 Impact of Recognition and Reward on Employee Performance

The study showed that the company does not have enough non-monetary rewards like gifts and meal vouchers to motivate the employees. This is shown by 11% who agree as compared to 65% who disagree. Most organizations opt to use non-monetary incentives such as gift vouchers, written

recognition, and informal parties as a way to motivate employees.

The study showed that it is important for employees to be formally recognized by management for a job well done and the results are shown by 63% of respondents who agreed compared to 18% who disagreed. Most employees desire verbal recognition from their immediate boss, therefore it is important for management to recognize the work done by employees.

The study showed that employees view rewards as objectives that they strive for and the results are shown by 31% of respondents who agreed compared to 29% who disagreed. These results concur with other scholars who said that rewards play a vital role in determining the significant performance in a job and are positively associated with the process of motivation (Gregory, 2011). rewards can also be perceived as a way to incorporate fun into the workplace, which can significantly increase motivation and performance.

The study showed that employees view the reward scheme at the company as inequitable and the results are shown by 9% who agree and 48% who disagree with the statement. Employees who perceive a recognition and reward scheme as inequitable, are likely to be highly de-motivated and perform poorly. This is further shown by the study where employees were asked to show if the current recognition and reward program motivates them to perform and the results are shown by 15% of respondents who agree and 55% of respondents who disagree.

5.5 Conclusion

5.5.1 Impact of Monetary Factors on Employee Performance

The study concluded that employees were not happy with the monetary incentives given by MINE CONSTRUCTION. It can be observed that the company did not use monetary rewards to motivate employees and that the employees perceive money as a crucial incentive to work motivation. It can also be concluded that the organization did not have a competitive payment and benefits package when compared to other companies in the industry and additionally, the current salary structure did not attract and retain high-performing employees.

5.5.2 Impact of Recognition and Reward Factors on Employee Performance

The study concluded that MINE CONSTRUCTION did not have enough non-monetary incentives such as recognition and rewards to motivate its employees. Moreover, the employees viewed the current recognition and reward program as being



inequitable. It was also observed that the employees of the company found it important to be recognized by management for a job well done and finally it is concluded that employees viewed reward as the objective they strive for.

5.6 Recommendations

Recommendations for improvement

5.6.1 Impact of Monetary Factors on Employee Performance

The study revealed that the company did not satisfy the financial needs of the employees. This study, therefore, recommends that the organization re-evaluates its salary and benefits package as the employees perceive the money they are paid as a direct indication of the value the company has placed on their services. This can help boost the morale and motivation of the employees and consequently, their performance.

5.6.2 Impact of Recognition and Reward Factors on Employee Performance

The study showed that the current recognition and reward program was perceived as being inequitable by the employees. Therefore, to that end, the company should re-evaluate the current program and also get feedback plus buy-in from the employees on how to make it fair and equitable for all. Additionally, the study recommends that the organization implement non-monetary rewards as a cost-effective way of boosting morale of the workforce.

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