



# THE FACTORS AFFECTING EMPLOYEE MOTIVATION AND ITS IMPACT ON ORGANISATIONAL PERFORMANCE AT AN ENGINEERING SUPPLIES COMPANY IN DURBAN, KWA-ZULU NATAL

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## ABSTRACT

Motivation is tricky to manage because individuals are vastly unique, and are motivated by different factors and goals. The challenge for corporations is two-fold; specifically identifying what motivates their employees, and continuously monitoring and acting on any changes in factors that motivate these employees. The principal aim of this study was to investigate the factors influencing employee motivation and the resultant effect on the organisational performance of the Engineering Supplies Company in Durban. The data was gathered using quantitative research methods and the research instrument utilised was a questionnaire. Both extrinsic and intrinsic sources were identified as factors affecting employee motivation, and the findings also showed that employees at the organisation were motivated by financial and non-financial aspects. The employees of the company were found to have low to average motivation levels, which manifested in disciplinary issues and high labour turnover. Consequently, it was found that when employees were demotivated, the organisational performance was negatively impacted. However, it was also found that if employees were sufficiently motivated, the organisational performance could be significantly improved. This study recommended that the organisation should develop and implement motivational packages that include both financial and non-financial factors.

**KEYWORDS:** Employee motivation; Organisational Performance

## 1. INTRODUCTION

Every company that has ever been created has been incorporated with one singular objective; to generate high profits and be successful. It has long been established that an organisation's workforce is its most valuable asset, and the lifeblood of any organisation [1]. Ultimately, employees are the drivers of innovation and are responsible for streamlining the processes that contribute towards improved productivity and performance. However, the value of a workforce is largely dependent on the underlying motivation levels of its employees, which is why companies are placing significant importance on finding new ways to motivate its employees. In order to improve organisational performance, corporations worldwide invest heavily in productivity programmes, use the most advanced technology or install the most cutting-edge software. The reality is that all these efforts may prove fruitless if the employees are demotivated and disengaged. Keeping employees motivated and engaged still remains a key challenge for managers the world over, and this challenge is further complicated by the fact that employees are distinctly different and are motivated by an array of differing factors. Furthermore, as employees reach different stages in their personal lives and professional careers, the factors that used to be sources of motivation may have changed or no longer have the same effect that it once did.

In this ultracompetitive era, companies have realised that the wheel needs to be reinvented. In order to thrive, businesses are dedicating more resources than ever in order to improve their productivity and performance [2]. With the renewed focus on organisational performance, the need to keep employees motivated and engaged has increased in importance because a motivated workforce can positively influence the organisational performance, which often has a direct impact the bottom line. Conversely, as noted by [3], when employees are dissatisfied and demotivated, the implications for the organisation can be largely negative, and could result in low retention rates, increased absenteeism and diminished productivity and performance.

The Engineering Supplies Company is based in Durban, Kwa-Zulu Natal and operates in a very competitive industry, which is distinguished by low profit mark-up percentages and high sales volumes. In order to generate sufficient sales volumes, it is critical that employees are fully productive, which further amplifies the importance of keeping employees motivated. This research study aimed to identify the factors motivating staff, determine the overall impact of motivation on the organisation's performance and make relevant and practical recommendations to management.

## **2. LITERATURE REVIEW**

### **2.1 Motivation**

According to [4], motivation originates from the Latin word 'movere', meaning "to move or stimulate". Motivation, as noted by [5], is defined as the desire and willingness to exert high levels of discretionary effort in order to meet the corporation's goals; with the aforesaid effort being driven by the urge to satisfy some individual need. Essentially then, motivation can be considered to be an intangible concept that compels one to action. According to [6], there are two types of motivation. Intrinsic motivation occurs when people have an inner desire and are self-driven to succeed and perform well. Extrinsic motivation, conversely, is when deliberate tactics and programmes are used to motivate employees. Such factors are external, as opposed to an inner desire.

### **2.2 Organisational Performance**

As stated by [7], organisational performance is the ultimate goal of all strategies that the organisation implements. It is essentially the ability of the entity to meet its stated objectives via various processes and controls. According to [8], the three factors that contribute to the overall organisational performance are; financial performance, operational performance and employee attitudes and behaviour. These factors can be explain using appropriate theories like Maslow's Hierarchy of Needs Theory, McClelland's Achievement Motivation Theory and McClelland's Achievement Motivation Theory. As noted by [9], Maslow's theory proposes that the five categories of human needs are ordered in a hierarchy and include: physiological needs, safety needs, love / belonging needs, esteem needs and self-actualisation needs. Maslow maintained that lower-order needs must be satisfied before moving onto higher-order needs, but emphasised that higher-order needs are actually more important [6]. The crux of Maslow's theory is that any need that remains unfulfilled would serve as motivation until such time that the said need is satisfied. McClelland's theory identifies three needs that all individuals have, which serves as the primary source of motivation. According to [10], these needs are; the need for achievement, the need for power and the need for affiliation. The implication of McClelland's theory is that whilst individuals may need to satisfy all three needs, the relative level of one's position in an organisation would result in one predominant need that must be satisfied. As one moves up along organisational reporting lines, the need for affiliation is replaced by the need for achievement and subsequently, the need for power. According to [11], Herzberg's two factors that create job satisfaction and dissatisfaction are as follows:

- **Motivating factors.** These are factors which cause satisfaction and include recognition, responsibility, autonomy, opportunities for career progression, achievement and the overall motivation that is derived from the actual work.
- **Hygiene factors.** The presence of hygiene factors does not motivate or satisfy employees, but the absence of these factors can cause job dissatisfaction. Hygiene factors include pay, job security, working conditions, interpersonal relationships, supervision and company policies

### **2.3 Factors Affecting Motivation**

After reviewing the above theories and literature, the following factors emerged as sources of motivation for employees:

#### **2.3.1 Salary and Monetary Incentives**

As noted by [12], employees need to be sufficiently remunerated in order to keep them motivated. Failure to adequately compensate employees can lead to employees becoming dissatisfied and leaving the organisation in search of better pay.

### **2.3.2 Healthy Working Relationships with Colleagues and Supervisors**

The need for healthy interpersonal relationships in the workplace is essential for the well-being and motivation of employees, especially when considering that employees spend more time at work than they do at home [13].

### **2.3.3 Responsibility**

Employees' need for esteem drives their desire for wanting to take on more responsibility. Employees want to feel valued and trusted, and are often willing to take on more responsibility in the workplace in order to prove their worth [14].

### **2.3.4 Promotion and Career Advancement**

According to Maslow, the most important need is self-actualisation. As noted by [15], people do not want to remain in the same position forever, and providing advancement opportunities would motivate employees and help them fulfil this need.

### **2.3.5 Job Security**

Security is a dissatisfier according to Herzberg's theory. If employees feel insecure in their jobs, it would most certainly affect their motivation levels and performance.

### **2.3.6 Recognition**

Showing public appreciation for work well done goes a long way in addressing people's ego-needs. Employees often comment on the importance of their managers' saying a simple 'Thank you', which highlights the role that recognition plays in motivating people [16].

### **2.3.7 Good Working Conditions**

Apart from inherently dangerous occupations such as mining and oil-rigging, employees need good, healthy and safe physical working conditions in order to perform adequately. If people are uncomfortable or unhappy in their work-space, they will either leave or perform poorly [17].

### **2.3.8 Company Policy / Administration**

Company policy, a dissatisfier according to Herzberg's theory, includes policies regarding leave incentives, training and development, performance appraisals, flexible-working hours and equitable treatment.

### **2.3.9 Interesting Work**

Humans are curious by nature and tend to become bored when doing repetitive and simple work. Tasks need to be appropriately challenging in order to stimulate problem solving and creative skills [15].

### **2.3.10 Autonomy**

Individuals often have skills that they cannot fully demonstrate due to limits placed the scope of work that they perform [18]. Allowing employees more freedom can motivate them whilst promoting creativity and innovation.

## **2.4 The Impact of Motivation on Organisational Performance**

There have been many studies that have highlighted the importance and benefits of having a motivated workforce. The most prominent impacts of motivation on organisational performance are listed below:

### **2.4.1 Decrease in Staff Turnover**

In a study conducted by [19], when companies have very high staff turnover rates, it is most likely due to the workforce being demotivated and dissatisfied.

### **2.4.2 Improvement in Productivity and Performance**

Employees respond fairly strongly to extrinsic motivators and rewards. If managers use incentives to motivate employees to meet goals that are aligned to organisational objectives, the positive impact on productivity and performance is quantifiable [20].

### **2.4.3 Decrease in Absenteeism**

Employees who are motivated tend to be happier in their jobs, and will tend to be absent less frequently than their unmotivated co-workers [21]. Implementing flexible-working hours and leave incentives can assist employees in managing their work-life balance.

#### 2.4.4 Increase in Customer Satisfaction

Generally, motivated employees are happy employees and this reflects in their behaviour and interactions with both customers and colleagues, which results in repeat business from satisfied customers [22].

#### 2.4.5 Increase in Job Satisfaction

Regardless of the motivation tool used, if it is effective, it is very likely that it will result in a motivated and satisfied workforce, which will directly impact the organisational performance.

### 3. RESEARCH METHODOLOGY

The research was descriptive in nature involving quantitative techniques. It focused on the attitudes and behaviours of employees by investigating underlying factors that motivate them at the organisation. As the organisation had a significant number of employees, it was difficult to utilise either the qualitative or mixed method approaches, hence the positivist research strategy was used. The target population was identified as all the staff of the organisation, which consisted of 121 employees based on company database. A probability sampling strategy was used and the sample size was calculated using the formula:  $n = N / [1 + N (e)^2]$ , where;  $n$  = sample size,  $N$  = population size and  $e$  = the acceptable sampling error [15]. Using a confidence level of 95% and  $e$  of 0.05, the sample size was 93 employees. Using an attrition rate of 10% to account for non-responses, the adjusted sample size was 102 employees. A questionnaire was used to collect data. Its design and construction was guided by purpose of the study and the reviewed literature. The questionnaire was divided into three sections, namely; Biographical Information, Motivational Factors and Performance and The Impact of Motivation on Organisational Performance. Questionnaires were delivered directly to the employees, who were then able to complete the questionnaires in their spare time and at their own convenience. According to [26], the questionnaire is time and cost efficient and has a wide geographical coverage, which increases the validity of the results because a larger and more representative sample is chosen. Microsoft Excel was used to sort and analyse the data, in addition to generating graphs and tables for further critical analysis and interpretation on each test item. The questionnaire was closed-ended and thus pre-coded, facilitating ease of capturing, processing and analysing.

### 4. Results and Discussion

A total of 102 respondents were recruited in this study and 95 responded, giving a response rate of 93%. The high response rate was attributed to the combined effects of survey techniques that included face-to-face and telephonic interviews. The demographic characteristics of the respondents are summarised in Table 1:

**Table 01: Demographic characteristics**

Characteristic		Frequency (%) N = 102
Gender	Male	56
	Female	44
Age (years)	<30	53
	30-49	37
	50+	10
Ethnicity	Black	38
	Indian	15
	White	29
	Coloured	18
Job Experience (years)	<5	63
	5-10	21
	11-20	15
	>20	1

The table 1 shows that there are more males than females in the organisation, however, the difference of 12%, indicates that there is a fairly equitable gender distribution at the company. The employees of the company are dominated by young age group (<30 years 53%). Despite the significant number of younger employees, the wide dispersion in ages suggest that there is sufficient generational diversity, which provides a wealth of knowledge based on the differing years of industry experience. The ethnicity variable shows that the organisation is committed to hiring a racially and culturally diverse workforce that is representative of the larger South African population demographic. Approximately 63% of the employees have been with the company for 5 years or less. Of significance is 15% of employees who have been with the company for 11 to 20 years.

#### 4.1 Motivational Factors and Performance

**Table 02: Current motivation levels**

Very Low	Low	Average	High	Very High
3%	7%	59%	17%	14%

Evidently from table 2, the majority of employees have average motivation levels, which suggests that employees would do the 'bare minimum', as opposed to 'going above and beyond' due to a lack of motivation. Possible reasons for the above finding could be attributed to the fact that the company may not be utilising effective motivational tools to sufficiently motivate its workforce.

**Table 03: Type of reward that motivates the most**

Financial rewards	46%
Non-financial rewards	1%
Both financial and non-financial rewards	53%

As depicted in table 3, 53% of employees are motivated by both financial and non-financial rewards. This supports the theories that people have other needs which motivate them, and not just the need for financial security. However, as 46% are motivated by financial rewards, money is clearly very important. The implication of this finding is that the company should develop a motivational strategy that includes both financial and non-financial rewards.

**Table 04: How strongly do rewards motivate you?**

Very Poorly	Poorly	Moderately	Strongly	Very Strongly
1%	4%	28%	44%	23%

In table 4, a collective 95% of respondents were found to be motivated (albeit in varying degrees) by rewards, suggesting that employees prefer extrinsic sources of motivation, which is consistent with the work of [6]. It also supports the content theories as it suggests that the need to be rewarded drives motivation.

**Table 05: Recognition**

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
9%	32%	23%	33%	3%

Both Maslow's and Herzberg's theories mention that recognition drives motivation and need fulfilment. The results in table 5 corroborates these theories as a collective majority of respondents disagreed, which suggests that the perceived lack of fairly recognising employees could be a contributing factor to the challenges facing the organisation.

**Table 06: Job security**

Very Insecure	Insecure	Neither secure nor insecure	Secure	Very Secure
2%	11%	40%	35%	12%

The results in table 6 show that 47% had job security, whilst a significant percentage was indifferent. This suggests that employees do not have job security concerns at the company.

**Table 07: Intention to leave the organisation?**

Yes	No	Maybe
51%	28%	21%

When asked if ever employees felt like leaving the organisation, 51% of employees confirmed that they are not committed to the organisation.

**Table 08: Are you rewarded enough?**

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
8%	36%	32%	24%	0%

According to table 8, 44% of employees broadly disagreed that they are adequately rewarded. 32% neither agreed nor disagreed and 24% agreed. Table 8 revealed that employees were strongly motivated by rewards in general, but table 9 shows that the majority felt that they are not being rewarded enough. The perceived lack of extrinsic and intrinsic rewards may cause dissatisfaction and could be a reason why so many employees want to leave (table 11), which reinforces Herzberg's theory.

**Table 09: Reason for wanting to leave**

<b>The Salary</b>	82%
<b>Management</b>	7%
<b>Work Load</b>	6%
<b>The Working Environment</b>	5%
<b>Too Many Hours</b>	0%

Collectively, as depicted in table 9, 12% cited management and working environment as reasons for quitting, suggesting that the organisational culture is satisfactory. The data indicates that the majority employees are not adequately compensated, which is probably the likeliest source of the dissatisfaction and HR problems. If employees are not adequately compensated, they would not be committed and would not value their jobs. Consequently, minimal effort would be put into fulfilling their duties because employees are indifferent between losing and keeping a low-paying job. This result supports both Maslow's and Herzberg's work, as money is necessary to enable people to meet their basic needs. It is also symbolic of high status and satisfies self-esteem needs. Therefore, inadequate pay causes dissatisfaction and may lead to disciplinary issues.

**Table 10: What would improve weekly attendance?**

<b>Increasing the weekly bonus (stripes)</b>	31%
<b>Not working for one Saturday in the month</b>	1%
<b>Finishing early on a Friday</b>	52%
<b>Working a shift that is 2 hours shorter</b>	5%
<b>Nothing would improve my weekly attendance</b>	11%

According to table 10, the collective majority preferred some form of flexible-working hours, while a third preferred increasing the weekly attendance bonus. The finding is surprising as employees prefer a non-financial reward, despite salaries being identified as the most significant cause of dissatisfaction

**Table 11: What would improve yearly attendance?**

<b>Increasing the annual attendance bonus to R4000</b>	48%
<b>Not working every alternate Saturday</b>	6%
<b>1 day additional leave + birthday leave</b>	31%
<b>Flexible working hours</b>	15%

As indicated in table 11, the majority preferred an increase in the annual attendance bonus. 31% preferred more leave, while a collective 21% chose some form of flexible-working hours.



**Table 12: Effectiveness of motivational factors on work performance**

Motivational Factor	Highly Ineffective	Ineffective	Neutral	Effective	Highly Effective	Rank
Salary increase/bonus	5%	3%	11%	16%	65%	1
Training and development	4%	3%	27%	45%	21%	4
Job security	3%	1%	33%	43%	20%	6
Recognition	5%	7%	21%	38%	29%	3
Promotion opportunities	3%	5%	16%	35%	41%	2
Performance appraisal	3%	6%	25%	31%	35%	4

From table 12, it can be ascertained that:

- Money is the most effective factor influencing motivation. This is because money is important as it allows employees to feel a sense of achievement and power, which links to McClelland's theory.
- Promotional opportunities also rank fairly high in terms of effectiveness on motivation. This is most likely due to the fact that it allows individuals to fulfil their self-actualisation and achievement needs.
- Recognition was found to be an important motivational factor, and out-ranked some of the more obvious factors.
- Despite being lower-ranked, both training and development and performance appraisals were found to be effective motivators, probably because it allows employees to fulfil their self-actualisation, achievement and power needs.
- Whilst job security was found to be an effective motivator, it was the lowest ranked factor. Given that the majority of employees have felt like leaving the company, it is little surprise that the least importance is placed on this particular factor.

**Table 13: Likelihood that motivational factors will improve performance**

Motivational Factor	Highly Unlikely	Unlikely	Neutral	Likely	Highly Likely
Interesting work	5%	2%	16%	51%	26%
Supervision	6%	18%	46%	22%	8%
Public appreciation for work done	4%	7%	23%	44%	22%
Good working conditions	1%	2%	17%	52%	28%
More responsibility/autonomy	4%	5%	45%	37%	9%
Healthy working relationships	1%	2%	18%	45%	34%

The results displayed in table 13 reveal the following:

- Providing employees with interesting work would motivate them to perform better, and this finding is consistent with Herzberg's and McClelland's work.
- As the majority of employees were neutral with regards to supervision, the finding is consistent with Herzberg's theory that supervision is a dissatisfier as it does not motivate, but a lack of supervision will cause dissatisfaction.
- The majority of employees felt that showing appreciation would motivate them to perform better, and this result supports all three needs theories discussed in the literature review.
- As expected, the majority believed that good working conditions are effective motivators.
- Somewhat surprisingly, the majority of respondents were neutral with regards to being entrusted with more responsibility and autonomy, and this result contradicts Herzberg's and McClelland's theories.
- Maintaining and organisational culture where healthy working relationships can be fostered also serves as motivational factor that can improve work performance.

## 4.2 The Impact of Motivation on Organisational Performance

**Table 14: The Impact of Motivation on Organisational Performance**

Characteristic		Frequency (%) N=102
Will motivation improve performance?	Disagree	4
	Neither agree nor disagree	4
	Agree	92
How would rewards influence your individual performance?	I would be willing to work later during busy periods	5
	I would improve my service to customers	14
	I would be more loyal and stay with the company	26
	I would have more job satisfaction	43
	I would be absent less often	5
	Rewards would not influence my performance	7
Will a motivation strategy positively impact the company?	Yes	85
	No	15
How will an increase in motivation levels improve organisational performance?	Productivity / profitability will increase	15
	Absenteeism will decrease	17
	Employees will strive to meet the company's goals	44
	Customer satisfaction will increase	6
	Staff turnover will decrease	12
	Increases in motivation will not improve performance	6
What would make you more productive?	Promotion	7
	More Money	84
	More Responsibilities	5
	More Autonomy	4
What can be done to retain more staff?	Improve salaries / packages	51
	Better / higher increases	36
	Implement more monetary incentives	8
	Implement more leave incentives	5

As expected, table 14 shows that a collective 92% of employees were in agreement that using motivators would improve their performance. This links to the three content theories in that needs satisfaction drives motivation. With regards to rewards, a collective 93% of employees stated that the use of rewards would lead to improved performance in some way or the other. Only a mere 7% stated that rewards would not have an impact on their performance. This finding is consistent with Herzberg's theory as the implementation of rewards leads to job satisfaction increasing.

As can be seen from table 14, the overwhelming majority of employees feel that the implementation of a motivation strategy will have a positive impact on the organisation. This result is therefore consistent with the findings of various cases discussed in the literature review. This finding compounds the need for the company to develop a balanced motivational and rewards programme that is also relevant in order to harness the true potential of its workforce. Furthermore, a collective 94% of employees believe that an increase in their motivational levels will lead to an improvement in the organisational performance. In contrast, only 6% believe that an increase in motivational levels will not lead to an increase in the organisational performance. This finding in particular suggests that if the company



implements a motivational strategy that is aligned with the employees' needs and goals, employees will increase their motivation level and, consequently, their performance.

From the results displayed in table 3, 84% of employees want more money, suggesting that the employees are strongly motivated by extrinsic rewards. However, as the majority of employees do not desire more autonomy or responsibilities, this finding is in contrast with McClelland's and Herzberg's theories. As expected, the majority of employees said that an increase in monetary rewards would improve motivation levels and consequently improve staff retention rates. Evidently, while employees want more money, only higher salaries (and not incentives) will help retain employees. As monetary incentives are not guaranteed and are dependent on certain outcomes being achieved, the uncertainty of incentives may fail to motivate employees. Annual increases could retain staff, but would not be effective if the base figure for increases is too low. Therefore, the company can reduce staff turnover by improving packages (which includes medical-aid, retirement / pension contributions and so forth). This links to Maslow's hierarchy as the urge to satisfy the safety and (financial) security need may be driving the employees' motivation levels.

## **5. CONCLUSIONS AND RECOMMENDATIONS**

### **5.1. Factors Influencing Motivation**

The desire to satisfy one's needs is the key motivator that compels individuals to act. Although people have various needs, certain needs can be satisfied with tangible sources, while other needs are more intricate and can only be satisfied with intangible sources. Regardless of the source, people overwhelmingly respond well to rewards. Money is often the most effective and important motivator for most people because it allows individuals to satisfy multiple needs. However, whilst money is important, it cannot satisfy all needs, particularly higher-order needs. In order to satisfy these cerebral needs, factors such as recognition, career development, autonomy and training are important sources of motivation. Due to the fact that individuals spend a significant portion of their lives at work, factors such as good working conditions, healthy working relationships, interesting work and job security were also identified as sources of motivation. Interestingly enough, workers are also motivated by administrative factors such as performance appraisals, adequate leave and flexible-working hours, the absence of which could demotivate employees.

### **5.2. The Impact of Motivation on Performance**

Motivation has a significant impact on both the performance of the individual and the organisation. The impact of low motivation can lead to productivity losses, disciplinary issues, high levels of absenteeism, exodus of employees and general dissatisfaction. However, when employees are sufficiently motivated, the impact can be significantly positive, resulting in both measurable and non-measurable benefits. When a workforce is motivated, employee satisfaction levels increase, and consequently, absenteeism, labour turnover and disciplinary issues decrease because employees are happier. The increase in job satisfaction becomes evident through improved customer service, resulting in customer satisfaction levels also increasing. Employees also become more committed to meeting the organisational goals as an alignment of sorts occurs between their own goals and the company goals.

#### **5.2.1. Factors Influencing Motivation**

The findings indicated that employees were strongly motivated by rewards in general, and responded well to both financial and non-financial rewards. The results of the primary study also revealed that employees are motivated by both intrinsic and extrinsic factors.

##### **5.2.1.1. Financial Rewards**

- Salaries and packages: This factor was found to be the most effective motivator at the company. In particular, offering better benefit packages and higher annual increases were very effective motivators.
- Bonuses: The weekly and annual attendance bonuses were also found to have a very strong impact on the motivation levels of employees.
- Monetary Incentives: Due to the perceived uncertainty surrounding the pay-out of performance incentives, monetary incentives were found to be the least influential financial motivational factor amongst employees.

##### **5.2.1.2. Non-financial Rewards**

- Opportunities for promotion, interesting work, healthy working relationships and good working conditions were found to be very effective sources of motivation among the employees.
- Job security, recognition and appreciation were also identified as factors influencing motivation. Company policy in the form of training and development and performance appraisals were also revealed to be sources of motivation to employees. However, the impact of utilising these factors was not necessarily as strong as the impact of using some of the previously mentioned factors.

- Supervision and providing more autonomy and responsibilities were found to be the least effective sources of motivation as these factors had very little to no influence on employee motivation levels.

### 5.2.2. The Impact of Motivation on Performance

The findings confirmed that when employees are demotivated, the organisational performance suffers. Conversely, the findings also illustrated that when employees are sufficiently motivated, both individual and organisational performance can greatly improve. This much was evident as only a paltry 6% felt that an increase in motivation levels would not improve performance, while a minority of 15% felt that implementing a motivational strategy would not positively impact the company's results and performance. In stark contrast, the overwhelming majority believed that effectively implementing a motivational strategy would simultaneously boost motivation levels and improve performance.

### 5.3. Conclusions

- Employees are motivated very strongly by extrinsic factors. In particular, factors such as salaries, bonuses and flexible-work hours are strong motivators.
- Employees are also motivated by intrinsic factors. In particular, recognition was found to be the strongest intrinsic motivator, with good working conditions and workplace relations also being highly rated.
- Employees responded very strongly to the use of rewards in general, regardless of the type of reward.
- Employee motivation has a direct impact on the performance of an organisation. When employees are sufficiently motivated, the organisation can derive both tangible and intangible benefits.

### 5.4. Recommendations

- Remuneration packages should be increased annually and restructured to include benefits.
- Both the annual and weekly attendance bonuses should be increased.
- Working hours should be changed so that employees finish earlier on Fridays.
- Staff recognition programmes should be implemented.
- Performance appraisals should be formalised and based on key performance indicators.
- Teambuilding and training exercises should be conducted off-site so as to increase excitement levels and foster camaraderie among colleagues.

### 5.5. Areas for Further Research

- Future studies can review and incorporate process theories.
- A mixed-methodology approach can be used in similar studies.
- This study can be expanded nationally to include other engineering supplies companies.

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