INVESTIGATING THE EFFECTS OF EMPLOYEES' MOTIVATION ON PERFORMANCE AT WOMEN AND LAW IN SOUTHERN AFRICA -ESWATINI

A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE MASTER IN BUSINESS ADMINISTRATION (MANAGEMENT STRATEGY)

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DECLARATION

I, Lomthantazo O. Dlamini, hereby declare that this study is my own work and is a true reflection of my research and that this work or any part thereof has not been submitted for a degree at any other institution.

Signature: 

Date: 24th October 2023

APPROVAL FORM

The undersigned certify that they have read and recommended to The University of Namibia (Namibia Business School) a thesis research project entitled: *"Investigating the Effects of Employees' Motivation on Performance at Women and Law in Southern Africa -Eswatini"* in accordance with the requirements of the Masters in Business Administration-Management Strategy Degree.

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DEDICATION

This work is dedicated to my beloved parents, Mrs Florah Ndwandwe and Mr Sibambiso Ndwandwe. I thank the Almighty God for giving me such an amazing mother, who has always been there for me. I love you Jekwane. To dad, rest in peace Nkhabanhle.

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To all the participants, I am grateful for your contributions. Without your participation, this study would have been an impossibility. Thank you.

To the Management and staff at WLSA, thank you for opening your doors for me to access the requisite information for this study. To my supervisor Prof E. Semente, I remain indebted to you for insisting on quality over quantity. Your patient guidance and support made this study enjoyable.

To my family, thank you so much for the patience and love you gave me, thank you friends and colleagues for your endless support.

Lastly, I thank God Almighty for His amazing grace, love and for giving me a healthy life throughout my studies.

ABSTRACT

The major aim of the study was to investigate relationship between employee motivation and job performance. A mixed methods research design was adopted where both qualitative and quantitative data was collected and analysed. The population of the study was 360 employees consisting of 350 temporary community workers and 10 full time employees. Simple random sampling was used to choose a sample of 50 participants. Quantitative data collection was collected through a 5-point Likert scale and qualitative data by interviews. Furthermore, all the motivation and performance constructs were tested for reliability using Cronbach Alpha coefficient, which was above 0.7 for all of them. Normality was tested through the Shapiro-Wilk test. Presentation and analysis of the data was through themes, frequency distribution tables, clustered graphs, descriptive statistics such as mean and standard deviation. The findings of the study were that extrinsic factors did not affect the level of motivation despite their absence. Furthermore, intrinsic factors had an impact on the level of motivation. Tests for correlation between integrated motivation constructs of intrinsic and extrinsic factors revealed that there was a positive, statistically insignificant correlation which can be accounted to chance. The study concluded that most of NGO employees are motivated by intrinsic personal factors such as recognition, a sense of achievement and acknowledgements. Lack of extrinsic factors led to dissatisfaction and an insignificant positive correlation was found. It was recommended that non-monetary rewards and recognition ceremonies be increased to motivate employees accordingly.

Keywords: Extrinsic; Intrinsic; Motivation; Organisation; Performance.

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LIST OF ABBREVIATIONS

HPM**.** High Performance Management

SHRM- Strategic Human Resource Management

NGO- Non-Governmental Organisations

NPO- Not for profit /Non-Profit Organisation

WLSA- Women and Law in Southern Africa

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 INTRODUCTION

Non-governmental organisations (NGOs) are now recognised as key third sector actors on the landscapes of development, human rights, humanitarian action, environment, and many other areas of public action. NGOs are best-known for two different, but often interrelated, types of activity, such as the delivery of services to people in need, and the organisation of policy advocacy, and public campaigns in pursuit of social transformation. NGOs are also active in a wide range of other specialised roles such as democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research, and information provision.

Closely related to the above discussion, employee motivation is one of the key tenets to organisational success. Studies have shown a positive correlation between employee motivation and job performance, hence the need to ensure high employee motivation in the workplace or in an organisation. This study investigated the effects of employee motivation on job performance in not for profit (NPO) or non-governmental organisations (NGO). The organisation under study was the Women and Law in Southern Africa (WLSA). The organisation had high employee turnover and apparent low motivation levels for its 360 employees, and so it was found necessary to conduct this study to find solutions to this problem.

Chapter 1 elucidated on the foundation of the study by discussing the background to the study, statement of the problem, the objectives of the study, research questions, limitations and delimitations of the study. Furthermore, the structure of the research is presented.

1.1 Background of the study

Organisations are focusing more of their attention to strategic human resources (SHRM) as they realise the importance of employees to organisational success (Miry, 2021). Human capital is the vital cog needed by organisations to stay competitive and achieve their goals (Akingbola, 2013). Employee motivation cannot be examined in isolation from its organisational context since it is the activities undertaken within an organisation that are being considered; and in particular it is human motivation that encourages the individual to remain with the organisation for extended periods of time (Mullins, 2018).

Non-Governmental Organisations (NGOs) are civil society organisations that are largely or totally independent of government and which function as charitable or religious associations. They are independent voluntary associations of people acting together on a continuous basis for some common purpose other than achieving government office, profit making or illegal activities.

Non-profit organisations (NPO) have complex and characteristics that distinguish them from the profit-oriented organisation. NPO are unique in that they are crafted to achieve social outcomes rather than economic ones such as profit generation (Pang & Lu, 2018). These organisations are made up of employees and volunteers whose motivations are quite different from those in profit-oriented organisations (Phillips & Hernandez, 2018). There are indications that employees in the for-profit and non-profit organisations differ in values, personality and behavioural orientations. Some studies have found that people that choose to work in Non-profit organisations (NPOs) were more people-centred compared to those employees who wanted to enter for-profit firms (Rawls & Nelson, 1975; Rawls, Ullrich, & Nelson, 1975). Wittmer (1991) observed that non-profit employees cared more about serving the public needs than about extrinsic rewards like a

sizable salary (Mullins, 2018). Employees in the non-profit sector are often attracted to the job through their identification with an organisation's social and humane mission, hoping to provide meaningful value for a society, rather than monetary rewards (Bassous, 2015). Therefore, their motivation and performance might be different from those that decide to work for market-oriented organisations. Although most employees of NPO are fuelled by compassion and empathy for others, their motivation differ from one employee to the other (Lovick-McDaniel, 2019). Therefore, both internal and external motivation factors have to be considered.

Given the differences in the goals and value-orientations of the above-described types of employees, there might be differences between motivation in NPOs and that in for-profit organisations. It might be reasonably inferred that their employee's motivation is also different (Wang, 2022). Market based, performance-oriented approach to SHRM may not reflect the employee motivation in NPOs. Some studies indicate that NPO members seemingly have self-perpetuating commitment regardless of wages and working conditions along with their ability to absorb high levels of stress at the workplace which is not normally the case with for-profit organisations (Li & Zhang, 2020). Different incentive mix packages consisting of extrinsic and intrinsic incentives that serve to attract NPO oriented employees who are not predominantly driven by monetary remuneration has been confirmed in NPO employee motivation studies (Lee, 2016; Rosid, Endarwati &Kusumawati, 2022; Lovick-McDaniel, 2019). Despite the fact that the non-profit industry is a promising field for job creation and growth, the sector faces major challenges.

Kang, Hu, Cho and Auh (2015), aver that employees in the NPO sector are generally overworked, yet underpaid. Other researchers also reported that the NPO sector has a high employee turnover rate and lower employee motivation than other sectors (Lee, 2016). Sun and Fuschi (2015) carried

out a study in the UK and found out that many people work in Not for-profit organisations (NFP) establishments due to their characteristic's diversity factors. Other motivational factors include training, and flexible working arrangements. The major finding was that people are intrinsically motivated even if they were dissatisfied with the pay.

However, some researchers confirmed that employee motivation in Non-profit organisations (NPO) is often higher than in for profit organisations even in the presence of lower wage levels (Huang, 2021). The same results have been obtained by Light (2002) in the United States, where workers in non-profit organisations display stronger motivations and higher satisfaction linked to the meaningfulness of their work, despite lower pay, shortages of staff and resources, and excessive workloads. Most non-profit organisations (NPOs), such as the Women and Law in Southern Africa (WLSA), largely depend on donor funds to sustain their operations. BoardSource (2020) report that about 73% of small NPOs experienced disruptions in their operations due to their inability to motivate their workforce due to decreased funding. The Board Pulse Survey (2020), done by one of the largest consortiums of global accounting networks BDO, showed that about half of NGO (54%) were struggling to keep afloat, let alone motivate their frontline staff, with salary freezes and furloughs being common causes of employee reduced motivation. For WLSA, its success has been powered by their dedicated and committed staff, but funding interruptions, increased demand for services and disruptions in programmes has challenged the organisation to rethink their operation strategies (WLSA, 2022). Interruptions in funding coupled with job insecurities for field staff is expected to result in low employee motivation (Miry, 2021).

Given resource constraints that naturally accompany donor fatigue, questions abound on how organisations such as Women and Law in Southern Africa can be supportive of their employees

while maximising productivity. How do you motivate a team that has been furloughed for about a year without pay yet are expected to be productive afterwards? Which intrinsic and extrinsic factors affect motivation and what impact does the level of motivation have on performance?

Given resource constraints that naturally accompany donor fatigue, questions abound on how can organisations such as Women and Law in Southern Africa be supportive of their employees while maximising productivity. How do you motivate a team that has been furloughed for about a year without pay yet are expected to be productive afterwards? Which intrinsic and extrinsic factors affect motivation and what impact does the level of motivation have on performance?

This study was motivated by the discovery that many researchers investigated motivation mostly in market-based organisations but non-profit organisations in developing countries have been neglected (Hanaysha & Hussain, 2018). An intense study of motivation researches revealed that there are no sufficient studies covering motivation in non-profit organisations in Southern Africa in general, and in Eswatini in particular. There are only two studies that are remotely related to the current study but not in NPO; an investigation by Chipato (2018) on the role played by reward strategies in improving teachers' performance in high schools in the Hhohho region in Eswatini and Mhlanga (2016) who studied the impact of workplace motivation on employee performance within the Ministry of Health in Eswatini. These studies were done in the public sector of Eswatini but none of these studies studied the phenomenon of the nexus between employee motivation and job performance in the NPO. This is the gap that the current study filled. It contributed to understanding of the factors contributing to low employee motivation, to establish the effects of WLSA employee motivation on job performance and the relationship between WLSA employee motivation and job performance.

1.2 Statement of the problem

The study sought to investigate the effects of employee motivation on job performance at WLSA. The past three years have seen high staff turnover of both permanent and temporary staff at WLSA. According to employee motivation theories, high employee turnover is indicative of low motivation and consequently may lead to poor job performance (Morgan, 2022). Women and Law in Southern Africa, like many not-for-profit organisations, rely on donor funds to fully operate (Laing, 2019) but not enough funding is forthcoming from donors. Given funding viability challenges due to donor fatigue, and changes in work routines, it is not surprising to infer that Women and Law in Southern Africa employees are demotivated (ILO, 2020). Employee retention rates are at their lowest as most projects were suspended due to lack of funds (WLSA, 2022).

1.3 Research Questions

The research questions were categorised into primary and secondary questions as explained below.

1.3.1 Primary Research Question

- What are the effects of employee motivation on organisation performance at WLSA Eswatini?

1.3.2 Secondary Research Questions

- What effects do extrinsic factors have on motivation of employees at WLSA?
- What effects do intrinsic factors have on motivation at WLSA?
- What are the effects of employee motivation on organisation performance at WLSA?

1.4 Hypotheses

1.4.1 Main Hypothesis

Employee motivation has an effect on organisational performance at WLSA.

1.4.2 Secondary Hypothesis

H1: Extrinsic factors have an effect on motivation at WLSA

H2: Intrinsic factors have an effect on motivation at WLSA

H3: There is a positive correlation between employee motivation and organisational performance at WLSA.

1.5 Significance of the study

The main focal point of this study will be to assess the relationship between employee motivation and job performance. This is a great chance for WLSA to gauge the motivation levels of their employees which has a bearing on job performance.

1.5.1 The WLSA

This research might influence the organisation's policies to employee improve motivation in the hope of improving job performance. Successful motivation policy shifts might lead to employees benefitting from high job satisfaction levels, have a sense of belonging and subsequently improve employee job performance.

1.5.2 Workers

Recommendations of the study might be helpful in lifting the morale of employees. Highly motivated employees are likely to have a sense of belonging and this triggers innovation and increased productivity.

1.5.3 Other NPO

This study recommended the various methods the NPOs can attract and motivate employees, the types of incentives or benefits that can be offered, and what can help retain employees once they are hired. The concept of employee commitment is also explored in the context of SNPOs. This information can provide NPOs with a better understanding of employee motivation strategies that can lead to improved operational and strategic results. The results and recommendations might be interesting to other non-governmental organisations of a similar nature as they implement employee motivation strategies for enhanced job performance. They can use the research findings and recommendations to make informed decisions on employee motivation

1.6 Limitations of the study

Greener (2018) defined limitations of the study as the flaws and weaknesses that are inherent in the study methodology and processes. Therefore, the limitations in the current study were mitigated as follows:

1.6.1 Researcher bias

The researcher is a former permanent worker for the organisation. This raised ethical issues in terms of overcoming researcher preconceptions and biases in the research process. In order to minimise researcher bias, the researcher used reflexivity. Reflexivity refers to self-examination of the researcher in order to eliminate pre conceived biases.

1.6.2 Subject bias

The researcher debriefed the respondents and used moral suasion for respondents to give accurate responses. There are possibilities that employees gave socially accepted responses but the researcher clearly explained that their responses were confidential and for academic purposes only.

1.7 Delimitation of the study

The study focused on the current 360 employees of WLSA based in Eswatini and defined by the organisational structure. The study was also delimited to self-reported perceptions and opinions of employees concerning their motivation and job performance. The researcher chose extrinsic motivators, intrinsic motivators, and job performance as the variables of this study. The study did not attempt to find the causation effects between motivation and performance as it was beyond the intentions of the researcher.

1.8 Definitions of Key Terms

Non-Profit organisation (NPO) or Non-Governmental Organisations (NGO)-an organisation whose purpose is to advance a social cause for the betterment of a target society rather than generation of profits for its owners.

Employee Motivation - is the willingness to exert high levels of effort toward organisational goals, conditioned by the effort's ability to satisfy some individual need." A need in this context is an internal state that makes certain outcomes appear attractive (Kotler & Armstrong, 2017).

Organisation Performance - the degree of the achievement of objectives or the potentially possible accomplishment regarding the important characteristics of an organisation for the relevant stakeholders.

Intrinsic motivators - is a natural propensity of people toward doing the things they inherently interesting or enjoyable (Legault, 2016).

Extrinsic motivators- performance of a defined behaviour that is contingent upon achievement of an outcome that is independent of the action itself (Legault, 2016)

1.9 Chapter structure

The study consists of five chapters, from chapter 1 through to chapter 5. These are presented briefly below:

Chapter 1: Introduces the context of the study through the background of the study, problem statement, its significance, limitations and delimitations.

Chapter 2: Deals with the literature from past researches that is of significance to the current study. This was analysed in order to find gaps that could be addressed in the current study.

Chapter 3: Deals with research methodology. It discusses the research design that was employed, the logic of choosing the design, sample size, data collection instruments and data analysis procedures.

Chapter 4: Discusses the research results and findings from the study. Data is presented in the form of tables and graphs for clarity.

Chapter 5: Wraps-up the research through presenting, the conclusions, recommendations and a summary of the whole research.

1.10 Summary

This study investigated the effects of employee motivation on the job performance at WLSA. The study was necessitated by a gap in literature on the effects of employee motivation on organisation performance in not-for-profit organisations in Eswatini. This chapter dealt with the background of the study, problem statement, research objectives, research questions and accompanying hypotheses, significance of the study, limitations and delimitations of the study, definition of key terms, summary of the structure of the study and a chapter summary.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature on employee motivation in a not-for-profit organisation in Eswatini as a critical juncture in understanding the driving force of the employees and job performance. The topic of the study was "An investigation into the effects of employees' motivation on job performance at Women and Law in Southern Africa -Eswatini". The primary aim of the study was to investigate the effects of employee motivation on job performance at WLSA, in the non-profit sector, with a major emphasis on the motivation of those whose duty is to serve community's social needs.

Motivation theories that were discussed included Maslow's Hierarchy of Needs, and Herzberg's Two Factor Model. Also in the literature review, the theoretical framework underpinning the study was discussed. Discussion of how these theories relate to the current study, culminating into their integration to produce the conceptual framework was also discussed. Furthermore, empirical studies on motivation and job performance were also discussed to identify the current research gap, which this study attempted to fill.

2.1 Theoretical framework

Theoretical framework refers to the definition of key terms and relevant theories to the study being undertaken (Kivhunja, 2018). A theory can be defined as a systematic abstraction of reality that serves as a representation of reality (Creswell, 2017). A theoretical framework, according to Leavy (2017), refers to the propositional statements that emanates from existing theory. To research any phenomenon, one has to find empirical indicators of it, whose purpose is to direct

the conduction of the study. A theoretical framework refers to the roadmap of foundational theories that are used to direct a study in a logical manner. A review of motivational theories discloses that content motivation theories are the most used in explaining employee motivation and job performance (Lee, 2016). The two major theories that were used in the study were the hierarchy of needs by Maslow and two factor theory by Herzberg.

2.1.1 Theories of motivation

Motivation is closely related to motion and movement (Robbins & Judge, 2018). The word itself comes from Latin "movere" that insinuate a force driving or moving something (Nguyen, 2017). In other words, motivation can be defined as the driving force behind an employee's course of action. It is the impetus that gives a reason for someone to take a defined behavioural trajectory, and explains why people act in a consistent manner (Robbins & Judge, 2018). According to Robbins and Judge (2018), motivation entails the intensity, direction and persistence in achieving a defined goal. The intensity of the effort is concerned about how hard a person exert effort towards the achievement of organisational goals, and direction entails that the course of action taken by an employee is aimed towards the accomplishment of firm specific goals. Persistence on the other hand deals with how long the employee is able to maintain the exerted effort (Robbins & Judge, 2018). In the organisation context, motivation is the organisation-goal directed behaviour that drives employees towards their achievement.

Because motivation can be highly individualized, managers use a wide range of techniques to keep their employees motivated and happy (Magaisa & Musundire, 2022). Therefore, it is essential for managers to understand the psychological processes involved in motivation so that they can effectively direct employees towards organisational goals. Motivation is a crucial component of employees' work life. Motivation and productivity have been linked together to

achieve organisation objectives. How to motivate employees has been a topic that has engaged managers and scholars alike since time immemorial and has resulted in large outputs of theories to explain the phenomenon. The reason for much fascination by several researchers on the concept of motivation is that even when an employee has the requisite knowledge, skills and dexterities, they will perform dismally if they lack the motivation and incentive to do so (Robbins & Judge, 2018). Workers' needs have to be fulfilled at the workplace in order to avoid anti-work negative behaviours such as shirking, absenteeism, frustration and late-coming that militate against organisation performance and reputation (Nguyen, 2017).

Organisations have to put into place measures that ensure that incentives such as intrinsic motivators, extrinsic motivators and performance management approaches are implemented in order to retain, attract, increase worker`s efforts, satisfaction and commitment (Lee, 2016). The study discuses three leading motivation theories into detail. It is argued that motivation theory is a basis for this study because achieving higher levels of performance requires attending to how best individuals can be motivated through incentives and performance management approaches.

Motivation theories are often categorised into the content and process dichotomy. These are theories which represent either a content approach or a process approach to motivation, dominate the research agenda (Meister, 2017). Content theories of motivation stress on the reasons that evoke the noticed behaviour, what causes it and its intended purpose. A content theory explains behavioural aspects in terms of specific human needs, specific values, or other factors that drive behaviour and act as motives. Process theories of motivation focus on how the motives create arousal of a certain intensity, leading to a particular behaviour, or how a person comes to act in a certain way. There is less emphasis on the specific factors that cause behaviour (Tosi, Mero, &

Rizzo, 2000). This study used the content theories of motivation, namely Maslow's hierarchy of needs, and Herzberg two factor model.

2.1.2 Herzberg Two Factor Model

Most contemporary motivation theories were inspired by Maslow's Hierarchy of Needs Theory. One such theory is Herzberg's two factor model (Kian, Wan & Rajah, 2014). The conceptual framework consisted of two groups of measures of motivation namely intrinsic motivators and extrinsic motivators. According to Herzberg's two factor model in the workplace, there are two categories of motivating factors: motivators and dissatisfiers (Yousaf, 2020). These are illustrated in Figure 2.1 below:

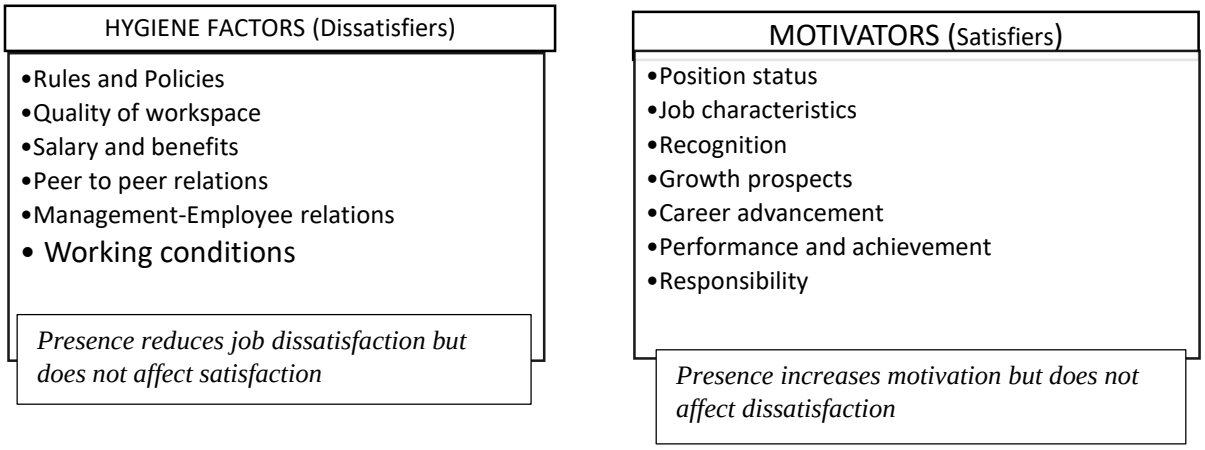

Figure 2.1: Herzberg's Hygiene and Motivating factors

Source: Author's compilation from literature review

According to Herzberg (1959), satisfiers are the major determinants of job motivation that are intrinsically determined and include career promotions, status, and recognition by others, job enrichment the job characteristics themselves. Hygiene factors, which are the main drivers of job dissatisfaction, include salaries, policies and procedures, work relationships between peers and

employees to managers, working conditions and quality of technology and workspace. Satisfiers (motivating factors) and dissatisfiers (hygiene factors) are not on the same continuum with their opposite statuses (Bevin, 2018). These are mixed together to produce an admixture level of motivation and dissatisfaction as indicated by the matrix in figure 2.2 below:

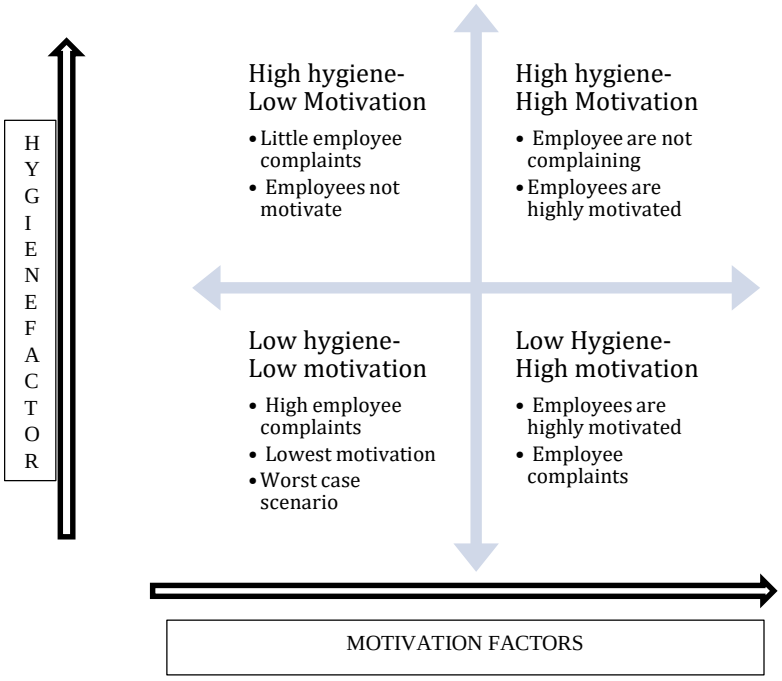

Figure 2.2: The motivation-dissatisfaction matrix

Source: Adapted from Alshmemri, Shahwan-Akl and Maude (2017)

According to figure 2.2, Herzberg postulates that job satisfaction and dissatisfaction are not measured on the same scale (Alshmemri, Shahwan-Akl & Maude, 2017). The four possibilities in the motivation-performance relationship consists of the worst-case scenario (high complaints and low motivation), the utopia scenario (high motivation and no complaints), the high hygiene and low motivation scenario and lastly the high motivation but low hygiene. It can therefore be inferred that the presence of hygiene factors (usually extrinsic and contextual based) prevents unpleasant workplace situations but does not lead to motivation. Hygiene factors are contextual

in nature and do not pertain to the job itself, and their function is to avoid the employee's exposure to obnoxious conditions (Herzberg, 1966). Moreover, the absence of hygiene factors causes job dissatisfaction (Samuelson et al, 2022). The presence of motivating factors, which are intrinsic, leads to long-term motivation but their absence leads to demotivation and yet does not lead to job dissatisfaction (Alfayad & Arif, 2017). Herzberg's model explained that an employee can be motivated and dissatisfied at the same time as these factors work separately. For example, hygiene factors (dissatisfiers) cannot increase or decrease job satisfaction; they can affect only the degree of job dissatisfaction. Motivators need to be synchronized with hygiene factors to achieve job satisfaction (Bevin, 2018). Mardanov (2021) carried out a study on the factors affecting employee retention and job performance in Taiwan. The researcher found out that a combination of both intrinsic and extrinsic factors produced a latent variable that measure job contentment. Furthermore, job contentment was positively and statistically associated with job performance

Bevins (2018) avers that performance effects are highly influenced by motivating factors than with hygiene factors. There is a high probability that employees are more likely to view hygiene factors as essential for maintaining productivity and employee performance rather than increasing it (Bevins, 2018). In his experiment to find the link between factors affecting motivation and their association with job performance, Herzberg found out a statistically significant relationship between job performance and employee motivation exists (Bequri, 2019).

2.1.3 Maslow Hierarchy of Needs (HON)

Maslow's pioneering theory of motivation is perhaps the bedrock of contemporary theories. According to McLeod (2018), Maslow's HON is five-tier motivational model, where human needs are categorised into five levels within a pyramid. Maslow postulated that individuals are

driven by unsatisfied needs which are ranked from low order to higher order needs that are hierarchical in nature.

Mullins (2020) noted that Maslow's foundational hypothesis was that human needs are arrayed into different levels in order of importance. The base of pyramid order needs is categorised as deficiency needs, and the top stages are categorised as growth needs (Kotler et al, 2020). These are summarised in figure 2.3 below:

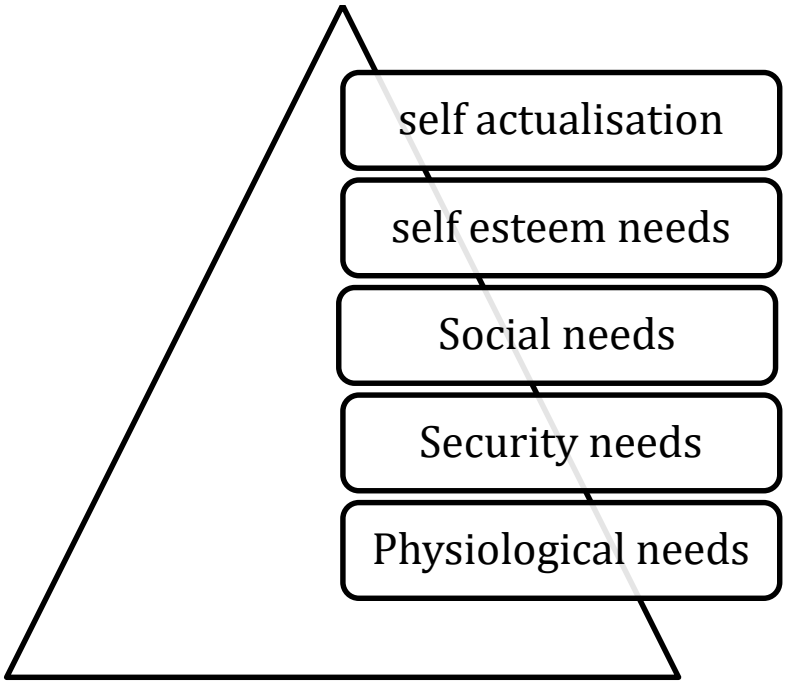

Figure 2.3: Maslow's hierarchy of needs

Source: Kotler (2020)

According to figure 2.3, the hierarchy includes five levels, starting with basic physiological needs that are vital for maintaining human life such as employees' ability to feed themselves, clothe and shelter themselves. The second tier is the safety needs where employees need assurances and insurances against loss of livelihoods (job security), safety at work and insurance such as accident

cover and retirement packages (Fomesky, 2015). Safety needs are therefore associated with creating predictability in the employees' lives. Moreover, the social needs emanate from the need to build fulfilling relationships with colleagues and management, then a sense of personal worthiness through self-esteem needs such as status, recognition, promotions and a sense of achievement in life (Stefan et al., 2020). Lastly, the epitome of motivation is self-actualisation whereby the worker feels that the job is transitioning them towards their best self, an ideal version of whom they can be in life (Hattie, Hoddis & Kang, 2020).

An individual must achieve the lower-level needs before proceeding to meet the higher-level needs within the growth needs (Maslow, 1943). Maslow's theory crystallised the notion that some motives take priority over others. A person has to start with lower-level needs first, such as meeting survival needs to a sufficient enough level before thinking of the next tier needs. As soon as needs on a lower level are fulfilled, those on the next level will emerge and demand satisfaction. Stefan, Popa and Albu (2020) asserted that HON can be used as a rubric by managers to assess the prevailing organisational environment. Samuelson, Emanuelsson and Freding (2022) suggest that in order to motivate employees, managers must understand the personal and contextual factors that affect motivation at the workplace and come up with strategies to meet these needs.

Therefore, Maslow's Hierarchy of Needs is implemented in this research to study how managers can use the different stages as a tool to motivate their subordinates, helping them achieve a higher need within the hierarchy and in this way inspire personal growth within the organisation in which they are present. Furthermore, it is also valuable for managers to see where each of their subordinates finds themselves in the hierarchy of needs, since the theory states that each person has a different set of needs at different times (Maiti et al., 2021), by monitoring this, the manager

can gain insights on how to motivate specific individual, especially in a forced remote working environment.

The above-stated theories are related to each other in that they both suggest that in order for the manager to motivate their employees correctly, they first need to know their needs and drivers for motivation on a contextual and individual level. These are discussed later when constructing a conceptual framework of the study.

2.2 Meaning of employee performance

Employee performance refers to the ability of workers to accomplish set goals for the organisation in an effective and efficient manner (Robbins & Judge, 2018). In order for an employee to be effective and efficient in their job, there should be a conducive environment that meets their needs (Armstrong, 2018). Recently, high performance management (HPM) practices have been employed to improve performance of employees in organisations through targeting key areas such as quality of products and services, productivity, levels of customer service, growth and learning (Mullins, 2018). The major target area of HPM is to ensure that the right employees are recruited and selected, appropriately trained, given commensurate incentive benefits packages and that they remain engaged (Armstrong, 2018).

Performance and motivation are usually in the same spectrum, with motivation engendering performance. Therefore, most factors that impact on motivation are also linked to the performance effort of the employee. These factors are briefly outlined below.

2.2.1 Factors affecting performance

There are many factors that affect employee performance such as the working conditions, worker and employer relationship, training and development opportunities, job security, and company's overall policies and procedures for rewarding employees, among many examples. Motivation is an accumulation of different processes which influence and direct employee behaviour to achieve specific goals (Lee, 2016). Rewards given to employees to motivate them can be extrinsic or intrinsic. Extrinsic rewards are tangible rewards and these rewards are external to the job or task performed by the employee. External rewards can be in the form of salary/ pay, incentives, bonuses, promotions, job security and many others. Intrinsic rewards are intangible rewards or psychological rewards like appreciation, meeting the new challenges, positive and caring attitude from employer, and job rotation after attaining the goal (Mullins, 2018). As mentioned earlier, motivation and performance are intertwined. Factors that affect motivation subsequently affect performance. The factors that were discussed in this study were broadly categorised into job-related factors and individual related factors. Some of the determinants of employee motivation include the issue of rewards, leadership competencies, home-work balance, and organisational culture. Discussed below are some of the factors, in detail that influence employee motivation and performance.

a) Rewards

Among the factors which impact performance, rewards-based performance is of critical importance. Rewards is an umbrella term for all the financial and non-financial benefits that accrue to the employee in exchange of their effort towards achieving organisation goals. Nguyen (2017) postulates that most managers make the mistake of concentrating on financial rewards in order to improve productivity and performance of employees yet

there are inexpensive non-financial ways to motivate employees. Employees are likely to put more effort to achieving organisation goals when they are assured of a commensurate incentive to compensate their exertions (Maslow, 1954).

There are two forms of rewards, financial and non-financial which are at the disposal of managers to modify employee performance (Nguyen, Deng & Nguyen, 2015). Financial rewards are the most common, go-to strategy for management. These rewards utilise strategies such as performance based monetary rewards such as promotion, gratuities bonuses, commission, tips, and gifts. Non-financial rewards are material based, non-cash-based rewards referred to employees in the form of social recognition such as acknowledgement, certificate, and genuine appreciation (Maeir, 2017).

It is a commonly accepted idea that people are naturally inclined towards receiving as much financial rewards as they deem equitable to their efforts (Mullins, 2018). Monetary rewards have the potential to motivate employees towards channelling their efforts to achieve organisation goals, leading to higher performance. The basic pay must be sufficient enough to cover employees' basic needs and allow the person to spend on personal and family development (Kotler et al, 2020). However, monetary rewards are sometimes a source of demotivation if the reward system lacks perceived benefits to individual employees. Moreover, cash-based rewards are essential but an insufficient source of motivation that needs to be strengthened by non-financial rewards for positive influence towards better organisation performance.

b) **Leadership quality**

Leadership refers to the ability of supervisors to influence people into achieving organisation goals (Guti, 2015). It is that type of influence that leads others to follow the leader's example through inspiration of subordinates to contribute and put maximum effort towards achieving organisation goals (Mullins, 2018). A leader should inculcate and build relationships with subordinates based on trust. To achieve this, strategic internal communication is a pre-requisite, as it ensures information distribution and sharing, leading to employee engagement. Good working employee-manager relationship creates rapport and a conducive environment for channelling all efforts towards improving organisation performance (Guti, 2015).

c) Work-Home Balance

The personal life of individual employees can be transported to the workplace, thereby affecting the performance of employees (Robbins & Judge, 2018). Personal problems at home may end up surfacing at work, therefore there is a need for the employer to sometimes be sensitive to the employees' personal life that impacts job performance. A balance has to be struck between work life and home life.

Berman (2001) wrote that as much as an employer may not want to be affected by the personal life of his employees, personal problems can sometimes affect employee performance. Managers need to be sensitive to employee personal problems, and be prepared to discuss the issues with employees when necessary. If an employee requires time off to deal with a personal problem, granting time off will help to show all employees that the company cares and values its employees.

d) Performance Indicators

Key performance indicators (KPIs) refer to a set of quantifiable measurements used to gauge a company's overall long-term performance. KPIs specifically help determine a company's strategic, financial, and operational achievements, especially compared to those of other businesses within the same sector (Twin, 2022). For HRM, KPIs are concerned with ensuring that employees have the requisite motivation, focus and skills to perform their tasks. The following matrix shows the possible scenarios that the employees find themselves in pertaining organisation performance.

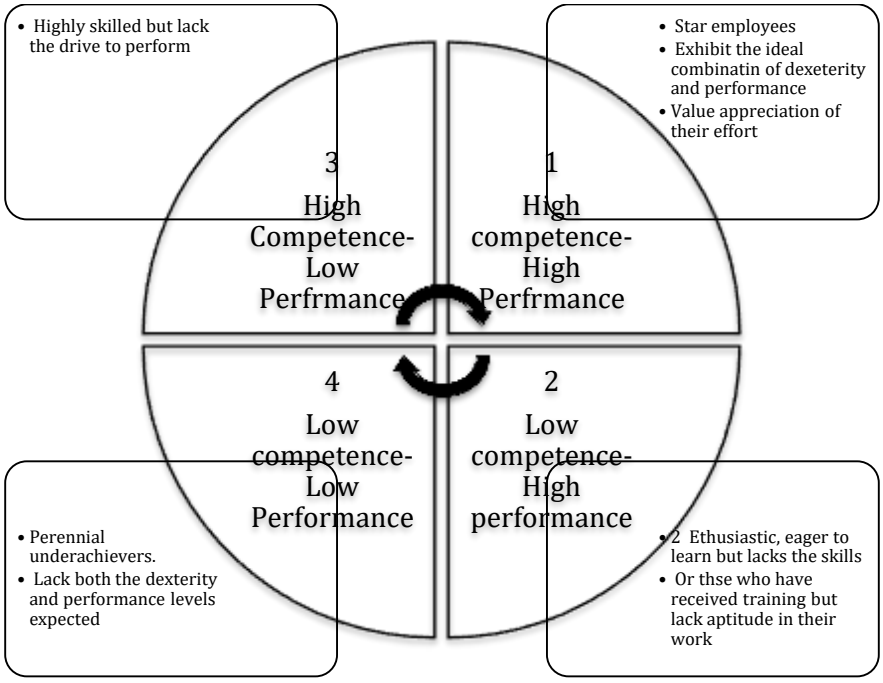

Figure 2.4: Key Performance Indicators (KPI)

Source: Resker, (2007) Employee Performance Indicators.

In Figure 2.4, in quadrant 1, the employees have high motivation and have the requisite skills to perform the job. The employees in this quadrant are high performers who are self-managed. They

are role models to others and provide mentoring and coaching to others. To further motivate these contributors, there is need for management to send messages that they appreciate the contribution these employees are making and try to find avenues for further engagement. Only less than 10 percent of employees fall into this category (Mullins, 2018).

Those in quadrant 2 are usually new employees who are highly enthusiastic about their work but lack the drive and dexterity to do so (Resker, 2007). They are eager to learn and gain new skills that enable them to fulfil their tasks and meet organisational goals. To motivate them requires close supervision, controlling, and communication of performance feedback are prerequisites.

Those in quadrant 3 are employees who have been equipped with skills required for mastering the job responsibilities and meeting goals yet lacking the aptitude to absorb and apply the required skills. Job responsibilities and goals are only partially completed which results in essential job tasks going unmet and/or falling to the manager or more capable employees in quadrant 1 (Resker, 2007).

Finally, quadrant 4 employees are low on both skills and required behaviours to perform to expected standards. They drag down the organisation performance as they are perennial underperformers. Usually, they used to be good employees whose performance has slipped down and the organisation may be keeping them for the sentimental reasons yet they reflect badly on organisation performance and image (Resker, 2007).

2.3 Hypothesis Formulation

This section explained the research hypothesis by analysing empirical evidence that directed the logical flow of the research process.

2.3.1 Extrinsic motivation factors and performance

Kumari et al. (2021) investigates how motivation and rewards impacted job performance of employees. The study used a structural equation modelling technique on 422 participants drawn through convenient sampling. The results indicated that reward and motivation affect employee job performance positively and significantly. Sun and Futsch (2015) studied the effect of extrinsic motivation factors on performance in UK not for profit organisations and concluded that there is a statistically significant positive correlation between the two factors studied. Meister (2017) found out that both intrinsic and extrinsic motivation affect employee's motivation, with extrinsic motivators having less influence than intrinsic motivators. Mafini and Dlodlo (2014) investigated the relationship between extrinsic motivation, job satisfaction and life satisfaction amongst employees in a South African public organisation. Statistically significant relationships were observed between job satisfaction and four extrinsic motivation factors: remuneration, quality of work life, supervision and teamwork.

a) Monetary rewards

People must feel that the procedures used to determine their grades, pay level and pay progression are fair, equitable, applied consistently and transparent. They must also feel that the rewards distributed among them are just in terms of their contribution and value to the organisation (Mullins, 2018).

b) Teamwork

Because of the need for a clear sense of personal identity, the groups or social categories with which employees associate are an integral part of our self-concept (social identity). A natural process of human interaction is social categorisation, by which we classify both ourselves and

other people through reference to our own social identity. For example, membership of high-status groups can increase a person's perceived self-esteem. According to Hattie (2018), 'self-categorisation is the process that transforms a number of individuals into a group. Many researchers such as Maier (2017; Lee, 2016; Babaloja, 2017; Hur 2018) found a positive and significant association between employee motivation and job performance.

H1: There is a positive correlation between employee motivation and job performance at WLSA.

2.3.2 Intrinsic motivation factors and performance

Bequri (2019) carried out a study is to find which are the main internal factors that motivate employees using a sample of 510 respondents. The study used the Pearson's correlation and econometric model binary logit and concluded that the most important intrinsic motivational factors are competence, job satisfaction, job recognition as well as financial rewards. They found strong and statistically significant positive correlations between the mentioned intrinsic motivation factors and performance. Jnaneswar and Ranjit (2022) showed that intrinsic motivation impacted both job performance and employee creativity insignificantly.

Manzoor, Weil and Asif (2021) investigated intrinsic rewards' effects on employee performance in Pakistan. Structural equation modelling indicated a positive and significant impact of intrinsic rewards on performance and that overall motivation mediates this association. According to Waterman (1982) motivation is the degree of effort an employee exerts to accomplish a task; it shows an excitement about work. From the managers' point of view, and a person who is motivated has such characteristics as hardworking, sustaining a pace of hard work, self-directed behaviour towards important organisational goals. In this study, it is concluded that motivation is the key to performance improvement.

H2: Intrinsic motivation factors affect performance at WLSA.

2.3.3 The motivation-performance nexus

A number of studies have examined the relationship between motivation and performance. Hur (2018) posits that motivation is vital for initiating behaviour that is pro-performance that enabled achievement of organisational goals. Performance on the other hand exists at the end of the motivation spectrum as the outcome of motivated behaviour. Motivation is therefore viewed as an essential cog in the performance spectrum to ensure that employees exert their best efforts towards the achievement of organisational goals.

According to Dems 2010, the value of human resource productivity is a managerial concern. Employee motivation is the classic response on this matter. This has been utilized for ages by managers in trying to influence the outcome of organisations through ensuring that employees are happy, satisfied and motivated enough to sing from the same hymn book with organisation goals.

Chien, Mao, Nergui and Chang (2020) carried out a study on hotel employees using five work motivators and their influence upon employee performance: financial motivation, external self-concept, enjoyment of work, internal self-concept and goal internalisation. They found out that financial motivation, internal self-concept and goal internalisation have significant positive effect on job performance Jibowo, (2017) in Nigeria found some support for the influence of motivators on job performance. In another study carried out by Centres and Bugental (2017), they based their research on Herzberg's two-factor theory of motivation, and discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational level, "hygiene factors" or extrinsic job factors were more valued.

H3: There is a positive relationship between employee motivation and job performance at WLSA.

2.4 Empirical Evidence

Bassous (2015) carried out a study in Lebanon to assess monetary and non-monetary factors affecting religious based not for profit organisations employee motivation. An explanatory mixed methods design was adopted, and data was collected from 538 participants using a web survey questionnaire. The results in the quantitative phase revealed a positive significant correlation between Lebanese NPO workers and non-monetary incentives, leadership style and organisational culture. However, there was no significant association between motivation and monetary rewards. The interviews were carried out with thirty participants and the results collaborated the quantitative outcomes.

Sun and Fuschi (2015) investigated the role of employee motivation in two United Kingdom not for profit organisations. The quantitative research design using a questionnaire survey was used to gather data from eighty-eight respondents comprising of permanent and part time workers but no volunteers. Quantitative data was collected from 88 respondents (68 from Company A and 20 from Company B), and through questionnaire based-surveys. Interviews were used to triangulate the data and for validation purposes. Findings indicated that many individuals were attracted to work in NFP organisations because of their characteristic diversity factors. Other key motivational factors included training, and flexible working arrangements. Overall, findings showed that people were intrinsically motivated (64% of respondents, and over 85% enjoyed this kind of work and felt listened to).

Miry (2021) investigated factors that affected motivation in NPO of Egypt. The aim of the study was to examine the factors that influenced employee motivation to perform better, and devise

strategies that could improve employees' performance and engagement. A multi case study using three NPO that were purposively selected was used to gather data from 12 administrative and technical staff members. The study used interviews to provide data for linkages between motivation and leadership styles, organisation climate and reward systems. Career growth, equity in pay and benefits structures, policies and procedures and leadership styles were positively linked to employee motivation.

Mardanov (2021) examined the determinants of employee contentment and its effects on job satisfaction and performance. A total of 272 construction and consultancy workers were used to answer a survey-based questionnaire about perceived motivators that impact on performance. The motivating factors and contextual factors as manifested variables were fed into statistical analysis software against extrinsic and intrinsic motivation variables and job performance to produce a single latent variable entitled employee contentment. The latter was found to have a positive and statistically significant impact on job performance and intention to stay. While employee contentment has a stronger impact on performance, job satisfaction has a stronger impact on the intention to stay.

Mhlanga (2016) in Eswatini studied effects of workplace motivation on performance in the public sector (Ministry of Health). A sample of 77 participants drawn from all regions took part. A descriptive/correlational research methodology, as well as causal-comparative research methodology was adopted for the study. This was used to establish the cause-effect relationships among the two variables; the factors influencing employee motivation and the impact of employee motivation on performance. The findings were that extrinsic motivation offered by the Ministry of Health significantly impacted healthcare employee performance and there was a noted significant relationship between the healthcare worker's motivation and job performance.

Motivational factors that were significant were reward systems, recognition, being appreciated, leadership style, work characteristics and organisation culture.

A study by Yousaf (2020) tested the Herzberg intrinsic and extrinsic that affect the job satisfaction (as a latent variable for motivation) of front-line employees (FLEs). In doing so, the study analysed the data through SEM on a sample of 284 employees, constituting of business managers and executives in telecommunication industry of Pakistan. Positive and direct relationship of five of the underlying factors such as money, relationship with peers, a relationship with supervisors, work itself and recognition were found to have strong associations with job satisfaction and job performance.

Overall, most of the researchers found a positive and significant correlation between employee motivation and job performance. Both intrinsic and extrinsic motivators were also found to be statistically significant, with none of the presented studies being to the contrary. Furthermore, the quantitative research design dominated all the studies, with none of them taking a qualitative research design and only one being a mixed research design.

2.5 Conceptual Framework

A conceptual framework refers to the roadmap that displays the logical steps taken to achieve research objectives. The conceptual framework for this study consisted of two groups of measures of motivation, namely intrinsic motivators and extrinsic motivators derived from both Maslow's hierarchy of needs and Herzberg's two factor model. Hattie, Hoddis and Kang (2020), averred that motivation is a product of a complex interplay of internal and external factors that merge to produce the noticeable behaviour of employees. The conceptual framework which is graphically presented in Figure 2.5.

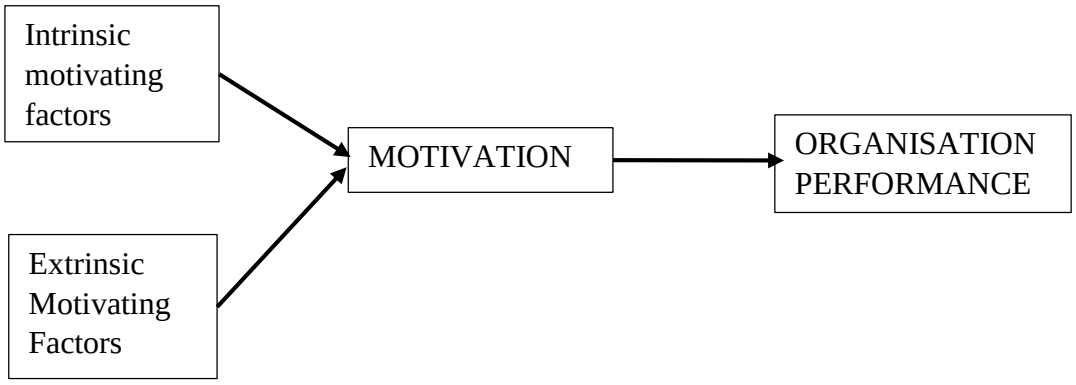

Figure 2.5: Conceptual framework

Source: *Author's, adapted from literature review*

Figure 2.5 shows that there is a correlation between the latent variables of motivation and job performance. Previous studies have found a positive correlation between motivation and job performance. Maslow groups motivational factors into 5 levels of needs: physiological, safety, social, esteem and self-actualisation (Robbins & Judge, 2020). Hertzberg theorized that employee satisfaction has two dimensions; "hygiene" and motivation. The study used the Hertzberg two factor model of motivation as the core theory, with elements of intrinsic and extrinsic factors being contributed from the hierarchy of needs. The reason for combining these two theories is that they are complementary rather than competing (Shazali et al., 2018, Nguyen, 2017).

2.6 Research Gap

This study came from the realisation that by discovery, research into the relationship between motivation and job performance is largely skewed towards market-based organisations with non-

governmental organisations in developing countries being neglected (Hanaysha & Hussain, 2018). An intense study of motivation research unearthed a deficiency of empirical evidence in the non-profit organisations in Sub-Saharan Africa (SSA) in general, and in Eswatini in particular. In Eswatini, only two studies that are remotely related to the current study but not in NPO were conducted; namely, an investigation by Chipato (2018) on the role played by reward strategies in improving teachers' performance in high schools in the Hhohho region in Eswatini; and Mhlanga (2016) who studied the impact of workplace motivation on employee performance within the Ministry of Health in Eswatini. These studies were conducted in the Eswatini public sector but none of these studies studied the phenomenon of the nexus between employee motivation and job performance in the NPO. This is the gap that the current study tried to fill. It contributed to understanding of the factors contributing to low employee motivation, to establish the effects of WLSA employee motivation on job performance and the relationship between WLSA employee motivation and job performance. It is hoped that this study adds to the existing body of knowledge about employee motivation, with a focus on the area of non-governmental organisations that are neglected in most studies. Moreover, most studies adopted a quantitative design, and none of them taking on the qualitative aspects. By adopting the mixed methods research design, the current study taps into both the quantitative and qualitative aspects of the relationship between employee motivation and performance, which in turn provided a rare repository of knowledge in the area of study through triangulation.

2.7 Chapter summary

This chapter discussed the key literature informing motivation and performance in the workplace. A global outlook was adopted, with studies on the nexus between motivation and performance being analysed to give a holistic view of the existing body of knowledge and to identify gaps that

the current study addressed. The review commenced with the conceptual framework of motivation, then proceeded to hypothesis formulation before embarking on presenting empirical findings on the subject. A conceptual framework was then constructed and the research gap was identified. The next chapter, chapter 3 is on the research methods and methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three delves into the research methodology that was used to conduct the research. Leavy (2017) posits that a research methodology comprises of the research design, target population, sample size and selection procedures, data collection instruments, data collection procedures and analysis procedures and ethical issues that are to be considered in carrying out the research.

3. 1 Research Approach

The research approach refers to the worldview that the researcher uses to implement the study. It is a set of philosophical assumptions of what constitutes knowledge and how it is created (Cresswell & Cresswell, 2018). Leavy (2017) refer to research approaches as research paradigms, and motes that there are four major approaches that are positivism, realism, interpretivism and pragmatism.

The research adopted the pragmatic approach. Leavy (2017) postulates that the pragmatic research approach or research paradigm refers to the way in which the researcher perceives the nature of the research and how the desired expansion of knowledge can be achieved. According to this worldview, no one methodology or philosophical approach can answer all the research question requirements, so researchers should use the philosophical and/or methodological approach that works best for the particular research problem that is being investigated (Creswell & Creswell, 2018). Kaushik and Walsh (2019), postulated that the major underpinning of pragmatist philosophy is that knowledge and reality are based on beliefs and habits that are socially

constructed. As a research paradigm, pragmatism is based on the proposition that researchers should use the philosophical and/or methodological approach that works best for the particular research problem that is being investigated (Tashakkori and Teddlie 1998)

The pragmatism paradigm was selected because it recognises the need for lived experiences of NPO employees with regards to what motivates them whilst adhering to scientific inquiry principles. This research used the pragmatism worldview because it supported the use of a mix of different research methods as well as modes of analysis and a continuous cycle of abductive reasoning while being guided primarily by the researcher's desire to produce socially useful knowledge (Feilzer, 2010). The pragmatic research approach allowed the researcher to use both deduction and induction in conducting the research (Saunders et al, 2018). This was because the approach allowed the researcher to use the most appropriate methodology that best answered the research question instead of being shackled to strict methodologies (Leavy, 2017). Both the quantitative and qualitative methods were made possible by this pragmatic approach as no single method was deemed superior to the other, but rather, an admixture of both methods was the best concoction for this research, given its objectives (Cresswell et al, 2018).

3. 2 Research Design

This study adopted a mixed-methods design through the fusion of both the quantitative and qualitative research methods, which is termed a sequential explanatory mixed methods research design (Creswell & Creswell, 2018). Leavy (2017) noted that mixed research methods involve the collection and collation of both quantitative and qualitative data in a single project and therefore it results in a more comprehensive understanding of the phenomenon under investigation. This permits both pairs of results to be interpreted together to deliver a richer,

detailed response to the research question more than the use single method design. In this study, triangulation was achieved through the collection of both quantitative and qualitative data concurrently which was then integrated to provide some cross-validation of the data as well as findings. The reason for choosing mixed methods was for synergy where mixed methods help to gain a more complete picture than a standalone quantitative or qualitative study (Leavy, 2017).

3.3 Population of the study

Saunders et al. (2019) defines a target population as all the possible elements eligible for consideration into the research with predetermined desired characteristics for the research purposes. The study targeted employees of WLSA at the Eswatini office which constituted of 10 full time employees and 350 community facilitators. The total population was therefore 360 employees.

3.3.1 Sample Size and Sampling Techniques

According to Johnson and Christensen (2014), a sample refers to those elements selected from the larger target population. In a survey, data are only collected for a sub-part of the population; this part is called a sample (Saunders et al., 2019). The sample size for the study was 50 participants for the questionnaire and 10 participants for the interviews. For quantitative data, a simple random sampling procedure was carried out. This was done through assigning all the 350 non-permanent employees a number which was put in a bucket for random selection. The sample of 50 participants was selected to fill the quantitative data-oriented questionnaire through repeated selection until the required sample size was reached. The simple random sampling method has the advantage that it is simple and easy to carry out. It also eliminated bias in that each employee had an equal chance of being selected into the survey (Leavy, 2017).

For qualitative data, purposive sampling was used to select ten (10) information rich participants. Johnson and Christensen (2014) assert that the other name for purposive sampling is judgemental sampling because the researcher used their discretion to select eligible elements with little regard to probability and representative qualities of the selected sample. The study adopted the Clarke and Braun (2017) thematic analysis taxonomy that postulate that the maximum sample should be decided by the point of data saturation where no additional information was obtained from new interviews.

3.4 Research Instruments

Two instruments, face to face interviews and a structured questionnaire, were used in the study. The two research instruments are discussed below.

3.4.1 Interviews

Telephone interviews were scheduled to collect qualitative data. In this study, there were 10 planned interviews for the purposively selected participants. Interviews involve a series of questions designed to collect a richer source of information from a small number of people about attitudes, perceptions, behaviour, knowledge and feelings (Creswell, 2017). Semi-structured interviews were scheduled and conducted with both permanent staff and community facilitators. The types of interviews that were used were in-depth face to face interviews. In-depth interviews are inductive or open-ended and range from unstructured to semi -structured. Questions do not have premeditated set of acceptable responses but participants are able to use their own language, provide long and comprehensive replies if they choose to, and go in any way they want in response to the question.

The researcher chose interviews in this study because it gave interviewees the power to dictate the convenient time for interviewing them, making them attractive and boosting the response rate. Furthermore, the researcher was able to put meaning to both verbal and non-verbal communication as she was able to observe them simultaneously during interviews. Moreover, the interviews provided an opportunity for the researcher to collect invaluable detailed information about employee attitudes, lived experiences, opinions and perceptions on motivation and performance.

Qualitative studies have been accused of lacking in vigour and credibility. They put into focus the trustworthiness of highly subjective interpretations of data as it is based on the interviewer's decoding skills. In-order to prevent preconceived notions of the WLSA employees' opinions and lived experiences, the researcher did reflexivity through self-examination of prejudices in relation to the researcher's work experiences at WLSA to reduce preconceptions. Lastly there was a chance that interviewees gave acceptable responses and hid socially unacceptable or embarrassing answers (Cooper et al., 2014). This could have compromised the integrity and trustworthiness of the research. However, the researcher clearly explained to the participants that the research was for academic purposes only and would remain confidential to boost moral suasion.

3.4.2 Questionnaires

Kumar (2011) defined a questionnaire as a list of questions in writing whose answers are personally recorded by the informants. In a questionnaire respondents read the questions, interpret what is expected and then write down the answers they believe answers the question.

The questionnaire statements were derived from previous studies of a similar nature and adapted to the Eswatini context. A closed ended questionnaire was used. The questionnaire contained 3 sections: Section A that extracted general demographics of the participants at the WLSA such as number of years in existence of the organisation; sex or gender, age, qualifications. Section B contained questions on factors affecting employee motivation and section C contained questions on job performance at WLSA.

The advantage of using the questionnaire was that it is self-monitored and the respondents complete them at the time most convenient to them (Creswell et al., 2018). Earlier studies were examined to ensure that an extensive list of questions was crafted and included in this questionnaire. A 5-point Likert Scale with answers to questions ranging from Strongly Agree (SA), Agree (A), Neutral (N), Disagree (DA) and Strongly Disagree (SDA) was used. The questionnaire was distributed through email using the organisation employee data base.

3.4.3 Instrument Validity and reliability

Middleton (2018) points out that reliability refers to how consistently a method measures something. When the same results should be constantly attained by using the same approaches under the same conditions, the measurement is regarded reliable (Cresswell & Cresswell, 2018). It points to the extent to which the results can be duplicated when the study is repeated under the same settings. It is evaluated by examining the consistency of results across time, across different observers, and across parts of the test itself.

The reliability in this study was achieved by pre-testing the tools in the form of a pilot study and making necessary amendments. The most frequently reported reliability statistic for multiple-item scales is Cronbach's coefficient alpha and many researchers report this coefficient for their

two-item measure. A reliability coefficient was run using Cronbach Alpha. According to Glen (2019) Cronbach's alpha tests to see if multiple-question Likert scale surveys are reliable. Cronbach's alpha will indicate how closely related a set of test items are as a group. A Cronbach alpha level of 0.7 or above on the questionnaire was considered reliable

Validity is defined as a measure of truth or falsity of the data gathered through using the research instrument and is categorised into the internal and external validity of a measuring instrument. An ideal or good measurement instrument (questionnaire or survey instrument) is evaluated against three major criteria, namely validity, reliability and practicality (Cooper & Schindler 2014). Validity is the measure of whether the instrument measures exactly what it is supposed to measure (Leavy,2017). In this research, construct validity was tested through a small-scale pilot study of a group of ten respondents from a smaller youth based non-profit organisation from Mbabane region. Furthermore, two PhD holders in Business Administration were used to assess the validity of the questionnaire. The suggestions they offered to improve the study were taken on board with consultations with the supervisor and then tested through the pilot study. Validity was also further improved through the scrutiny of the research supervisor who is an expert in the area and the advice was incorporated into the study.

3.5 Research Procedure

The researcher sought permission from the university's Research Board office to conduct the research, and after being permitted by the registrars' office to conduct the interviews, the research commenced. After the approval of the topic, official approval was be sought from WLSA Eswatini to conduct the research. After that a motivation letter was emailed to all the employees. The questions on the structured section of the interview were provided to each participant student that was to form part of the study a few days before each interview, through email. This was done

to make sure that each participant was given enough time to reflect upon his or her experiences and prepare for the interview. Each interview was estimated to last approximately 30 minutes. Permission to call-record each interviewee was asked from each participant before the interview started. The information collected from the interviewees was then be kept, which was then used to generate information to solve the problem of this study.

3.5.1 Interview

The structured interviews sort to explore the effects of employee motivation on job performance through an interview guide. The interview guide had three sections; the introductory stage, interview stage and conclusion stage. In the introductory stage, the researcher established a bond or rapport with the interviewees, whereby the researcher explained the purpose of the study and assured participants' confidentiality. The interview stage dealt with all issues in which the study sought to find out about and the conclusion stage expressed gratitude to the interviewees after having found out if any participant had something additional to say (Amedahe, 2013).

3.5.2 Questionnaires

Primary data were collected by an online survey questionnaire (self-administered). The questionnaire was created based on the theoretical framework of the research. Different questions were used to examine various aspects of motivation and job performance. The researcher distributed the questionnaire online to all the WLSA employees. The questionnaire had directions on how the participants were supposed to fill it on their own since it was a self-administered questionnaire. Room was left for those who wanted to ask questions on how to fill the questions or clarity on specific questions. Each person opening the survey was given a case number to

identify it later. A link was created and data downloaded and saved on the computer server. A CD with the original files was also created together with a working copy for backup purposes.

3.5.3 Pilot Study

A pilot study is an initial small-scale study that researchers conduct in order to help the researcher decide how best to conduct a large-scale research project. (Crossman, 2019). Leavy (2017) postulates that in quantitative research, a small-scale pilot study be conducted to assess the appropriateness of the research instrument's assumptions, language and the efficiency and effectiveness of the research instruments such as a questionnaire in collecting data it was intended to collect.

Saunders et al. (2016) asserts that before deploying a questionnaire to collect data on a large scale, it must be pilot-tested with respondents who are similar to those who will eventually complete it. The aim of the pilot test is to fine tune the questionnaire so that participants can easily answer the questions and also to eliminate any problems in data analysis.

This study piloted the questionnaire research instrument in a not-for-profit organisation in Mbabane using 10 employees at a Youth advocacy NPO. For the pilot test the researcher asked participants whether the questions were clear, and further explored their interpretations to see how the instrument could be fine-tuned. After a pilot testing on 10 people, the questionnaire was then sent to the sampled WLSA employees, and those involved in the pilot study were not included in the main study to eliminate bias.

3.6 Data screening and data analysis

The researcher checked the questionnaires submitted to ensure that each questionnaire was fully completed. After capturing the data into SPSS v 26, a preliminary descriptive statistic inspection

on missing data was run to identify its prevalence. A Cronbach's alpha value of 0.7 is deemed an acceptable measure of internal consistency.

3.6.1 Qualitative data analysis

For qualitative data collected from interviews, thematic analysis was used to analyse it. Interviews were transcribed using verbatim. In the next step, the transcriptions were coded with one or more short descriptions of the content by inserting key words to summarise sentences and paragraphs (Hunter & Brewer, 2015). Coding was done to make the raw interview data sortable. The codes were then categorized, summarised and converted into themes which provided answers to solve the identified research problem.

3.6.2 Quantitative data analysis

For quantitative data, both descriptive and inferential statistics was used. Descriptive statistics was employed in the analysis process. The descriptive statistics that were used included the mean, standard deviation, frequencies and percentages. Inferential statistics that were employed included the use of correlation statistics such as Shapiro-Wilk test of normality to determine whether the distribution of data obtained from the field data was normally distributed or not. Spearman's Rank Order correlation coefficient for overall scores of motivations and job performance was also used for inferences. Furthermore, ordinal regression analysis was also used to estimate and interpolate the data. Goodness of fit was also performed to determine whether the data fitted the model well. Nagelkerke test was also conducted. Data analysis was conducted using the SPSS Version 26 data analysis software. Data presentation was in the form of frequency tables and graphs.

3.7 Research Ethics

Research ethics is a practice that is based in the moral principles of respecting other people and that research participants should not be used merely as a means to getting information, but their privacy and right to participate in the study be respected (Creswell, 2016).

Ethical considerations that were observed included that first, a written request was sent to the organisation's Human Resource Department to seek consent for conducting the study. The consent was also obtained from the participants through signing of consent forms and permission sought from WLSA before interviews were conducted. Data collected was also kept safe where no one had access except the researcher. During data analysis and reporting, the researcher took extra care to avoid misleading data reporting such as using inappropriate statistical tests, neglecting negative results, omitting missing data points, failing to report actual numbers of eligible subjects, using inappropriate graph labels or terminology, data dredging. Reporting ensured that findings could not be linked to individuals without their prior consent.

3.8 Summary

Chapter 3 presented the research design, research approach and the data methods that were employed during data collection. This study used the sequential explanatory mixed methods research design, with the population and sample of the study also described. Furthermore, the data collection instruments which were interviews and questionnaires with employees were also explained. Data collection procedures and data analysis procedures were also explained. Chapter 4 deals with data presentation and analysis.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

The focal point of this study was to assess the relationship between employee motivation and job performance. It also sought to investigate the main extrinsic and intrinsic factors that affected motivation at WLSA and also the correlation between motivation and organisation performance. This chapter presented and analysed the research findings. A sequential explanatory mixed methods research design was adopted for this study. The demographic statistics of the participants were presented first, followed by the response rate, then quantitative data, and lastly qualitative data. A discussion of the findings and a chapter summary wrapped up the chapter.

4.1 Instruments response rate

The research instruments that were deployed were the questionnaires and interviews. Table 4.1 summarised the response rate to the research instrument, the questionnaire in particular.

Table 4.1: Research instruments response rate.

Instrument	**Questionnaires**	**Interviews**
Planned	50	10
Actual	44	6
Percentage response rate	**88%**	**60%**

Out of the scheduled 50 questionnaires that were distributed, 46 were returned duly answered. However, upon careful perusal, two were found to have many missing variable answers to the

extent that they were deemed unusable. Therefore, the effective number of returned questionnaires was 44, constituting a remarkable 88% response rate. For the interviews, 10 were planned to be carried out but only 6 of them were successfully done. This gave an interview response rate of 60%. According to Creswell (2018), the most vital aspect of a random sample is that it represents the selected population. There is need to obtain as high a response rate as possible to lower non-response bias and ensure the sample is representative (Saunders et al., 2018). In addition, each non-response necessitated an extra respondent being found to reach the required sample size, increasing the cost of data collection. Neumann (2011) made suggestions that if a response rate for questionnaires was around 50% and 60% for interviews, the chance of non-response bias would be eliminated. Therefore, the response rates of 88% for the questionnaire and 60% for interviews were considered acceptable and could lower the non-response bias.

4.2 Demographics of participants

The demographics that were collected for this study were the gender of the participant, type of employment, age and working experience. These are summarised in Table 4.2.

Table 4.2: Demographic variables of participants

Variable	**Frequency**	**Percentage (%)**
Gender: Males	16	36.4
Females	28	63.6
Employment type:		
Full-time	5	11.4
Temporary	39	88.6

Age: 20-25	5	11.4
26-30	6	13.6
31-35	16	36.4
36-40	7	15.9
41-45	6	13.6
46-50	3	6.8
51 and more	1	2.3
Work experience (yrs) : >1 yr	17	38.6
1-5	14	31.8
6-10	7	15.9
11-15	6	13.6

From the Table 4.2, it can be seen that the majority of the respondents were female. Out of a sample of 44 employees, 16 were male and 28 were female. This is illustrated by the pie chart in Figure 4.1.

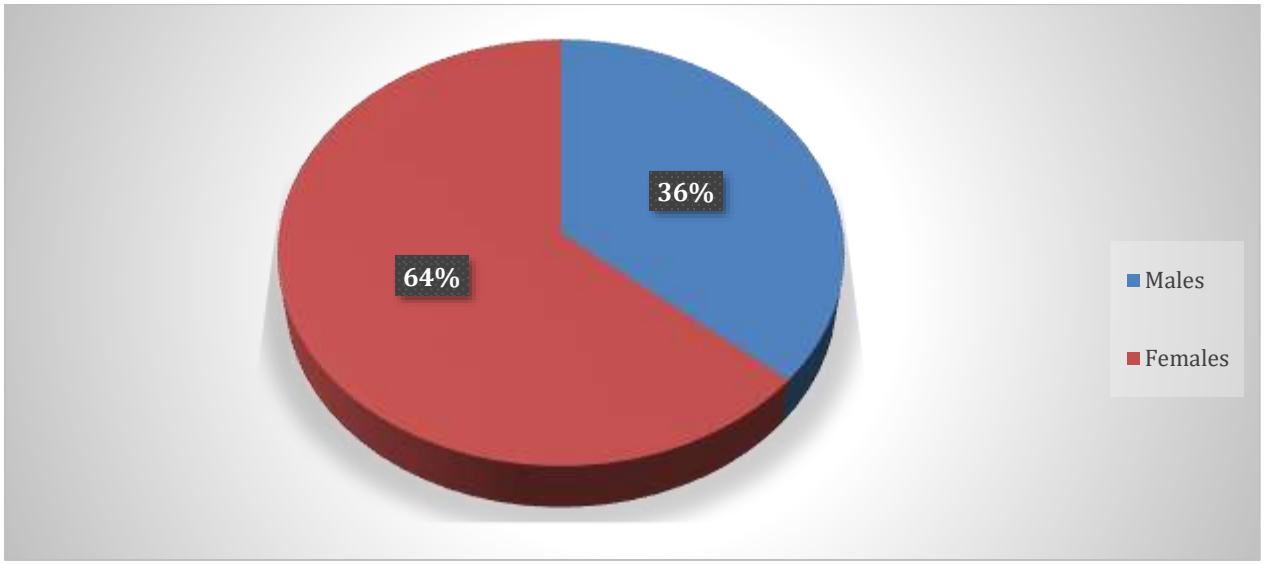

Figure 4.1: Frequency distribution by gender

As shown in Figure 4.1, male participants constituted 36% compared to those of female gender who constituted 64% and were the majority/. For employment type, there were only 5 full time employees against 39 volunteer influencers. This also indicated a skewness towards the volunteers as shown in the bar chart in Figure 4.2.

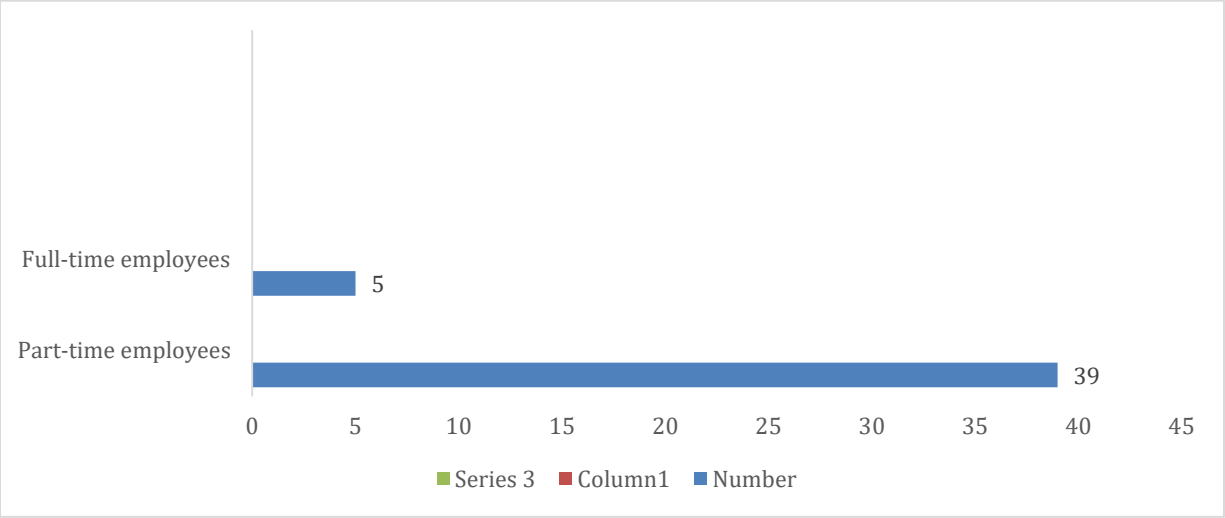

Figure 4.2: Distribution by employment type

As illustrated in Figure 4.2, 88.6% of the employees were part time volunteers and the remaining 11.6% were full time workers. Analysis of age profiles of participants revealed that there were 5 people (11.4%) in the 20 to 25 years' age group, 6 (13.6%) in the 26 to 30 age group, 16 employees (36.4%) in the 31 to 35 years' category, 36 to 40 age group had 7 employees making up 15.9%. The other participants were 6 for the 41-to-45-year group constituting 13.6%, 3 employees in the 46-50 age group, constituting 6.8% and lastly only one person was above 51 years, constituting 2.3%.

In terms of work experience, the majority of the employees were in the less than one year category. This is reflected by 17 employees who were in the category, making up 38.6% of the sample. This was followed by those with 1 to 5 years working experience, where there were 14 employees, constituting 31.8% of the participants. Those in the 6 to 10 years' experience category and 11 to 15 years were 7 and 6 employees respectively, making up 15.9% and 13.6% of the participants respectively.

4.3 Quantitative Data Presentation

The study used a questionnaire with a 5-point Likert type scale to investigate the extrinsic and intrinsic motivation factors that were found in the organisation that was studied, after which measurement of the correlation between the level of motivation and organisation performance was investigated. In the coming sections, findings from the survey questionnaire are presented on a hypothesis-by-hypothesis basis.

4.3.1 Reliability tests

The questionnaire was tested for internal consistency and reliability using Cronbach alpha for the constructs measuring extrinsic motivation, intrinsic motivation, job performance and the integrated motivation construct (combined intrinsic and extrinsic factors). Generally, the prevalence of missing data was less than 5%, which was tolerated and replaced by mean substitution. Cronbach alpha reliability tests were performed for the constructs using SPSS Version 26 software to screen the quantitative data. For the constructs in the conceptual framework, reliability tests were done for the questions measuring extrinsic motivation, intrinsic motivation and work performance. The results are summarised in Table 4.3.

Table 4.3: Cronbach correlation coefficient

Construct	**Number of items**	**Cronbach Alpha**	**Standardised Cronbach Alpha**
Extrinsic motivation	8	0.792	0.797
Intrinsic motivation	7	0.730	-
Job performance	14	0.723	-
Integrated motivation (Intrinsic +extrinsic)	15	0.752	0.745

In Table 4.3, it is shown that all the constructs had a Cronbach alpha of above 0.70. For extrinsic motivation, there were 8 items in the scale, exhibiting a Cronbach's alpha of 0.792. Intrinsic motivation had an alpha of 0.73 for 7 items and for job performance, a Cronbach's alpha of 0.723 was registered for 14 items in the Likert scale. Overall motivation, which was a combination of intrinsic and extrinsic factors registered a reliability Cronbach's alpha of 0.752 for 15 items. According to Saunders et al. (2016) a Cronbach's reliability alpha of at least 0.70 was acceptable as reliable. In the table 4.3, all the scales exhibited a Cronbach alpha of above 0.70, which can be inferred that the questionnaire had internal consistency in generating constant responses.

4.3.2 Extrinsic factors affecting employee motivation

Respondents were asked about whether the stated extrinsic factors were available or not in the workplace. Figure 4.1 summarised the results of this analysis on extrinsic factors.

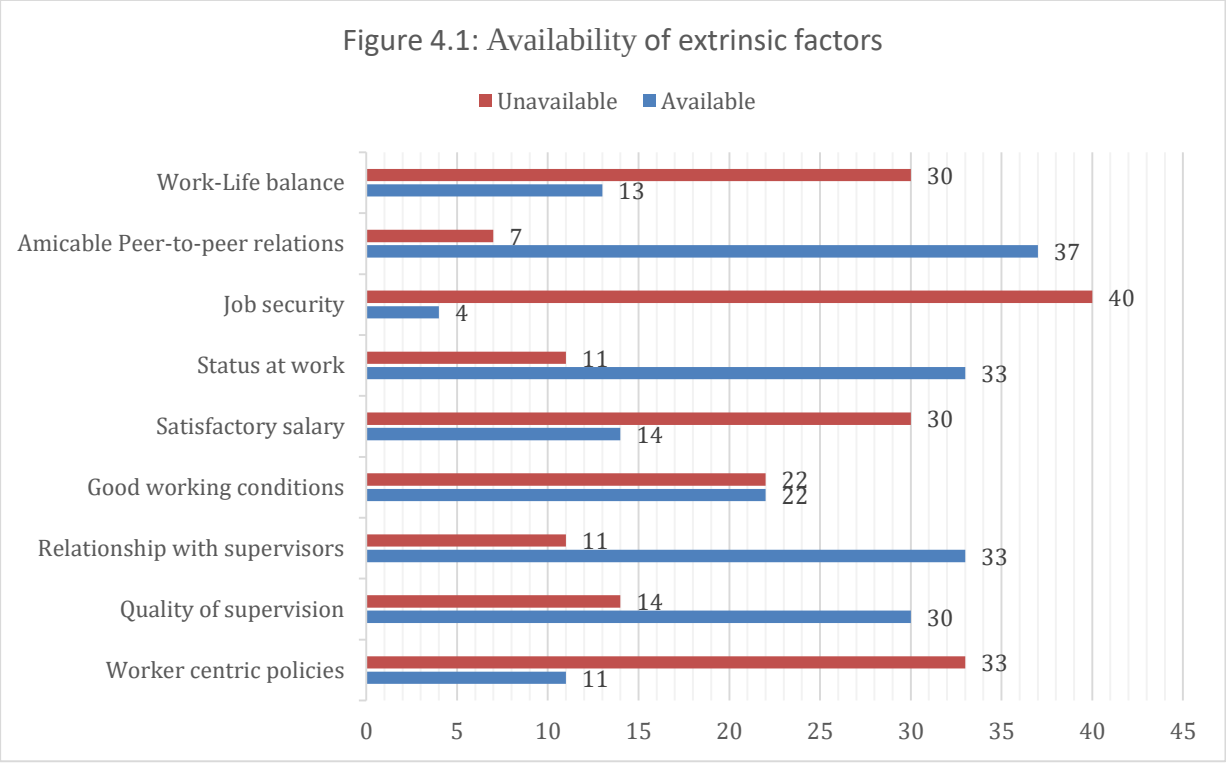

Figure 4.1: Availability of extrinsic factors in the organisation

Figure 4.1 indicates that there were a lot of missing hygiene factors at the workplace. Chief amongst these were job security, with 40 employees (90.9%) mentioning that it was not available, and only 4 (9.1%) agreeing that it was available**.** The other noticeable factors were absence of employee centric policies where 33 employees (75%) mentioned that policies were not worker friendly against a run of 11 (25%). Work-life balance and the level of salaries (Each with 68.2% citing that they are unavailable, and 32.8% mentioning that it was available) capped the list of the perceived missing extrinsic factors of motivation.

The organisation was perceived as offering good team spirit, with 37 (84.1%) employees citing amicable peer to peer relations and only 7 (15.9%) disagreeing that it was not available. Other noticeable available factors included good relationships with supervisors (75%), satisfying work

status (75%), and good quality supervision (68.2%). However, when it came to the physical working conditions, employees were indifferent, with50% of the participants thinking that they were available and another 50% of the participants saying they were not available.

4.3.3 Intrinsic factors affecting motivation

Participants were asked to indicate whether the stated intrinsic factors were present or not in their line of work**.** The dichotomous answers produced the following distributions summarised in table 4.3 below.

Table 4.4: Availability of intrinsic factors

Intrinsic Factor	Factor available	Factor unavailable	Missing
Achievement	21 (47.7%)	23 (52.3%)	-
Recognition by peers	29 (65.9%)	14 (31.8%)	1 (2.3%)
Job characteristics	28 (63.6%)	16 (36.4%)	-
Responsibility	33 (75%)	11 (25%)	-
Career development	13 (29.5%)	29 (65.9%)	2 (4.5%)
Growth	12 (27.3%)	32 (72.7%)	-

As illustrated in Table 4.4, almost half of the respondents (21), making up 47.7% of the respondents agreed that a sense of achievement was possible when working for the organisation against 23 (52.3%) who perceived that the intrinsic factors were not available. In fact, in terms of recognition by peers, the majority of employees, who totalled 29 and making up 65.9% of the participants believed that their peers recognised their efforts against 24 (31.8%) who had contrary views. One employee did not respond to this question.

Pertaining to the nature of the job itself, it was found out that more than half (28 out of 44 participants) of the employees, consisting 63.6% perceived their job had good job characteristics whilst the remaining 16 employees (36.4%) felt that their job descriptions and nature of tasks were not good at all. In terms of the jobs offering challenging work and conferring autonomous job responsibilities to job incumbents, an overwhelming majority of 33 employees, making up 75% of the participants agreed that their work was stimulating and challenging enough but the remaining 11 participants (25%) felt to the contrary. Career development and prospects of personal growth were viewed as lacking in the organisation. According to the results, 13 employees (29.5%) were of the view that career development was available compared to 29 (65.9%) who believed that the prospects for career advancement were non-existent in the organisation. Two employees (4.5%) did not answer the question.

Lastly, a similar trend as described above was registered in terms of perceptions about possibilities of growth in the job. Twelve employees, making up 27.3% of the participants did not see any prospects of growth within the organisation compared to the majority 32 employees making up 72.7% of the participants.

In summary, according to Table 4.3 above, three factors were readily available in the organisation that would motivate employee to perform better such as being given higher responsibility at work (75%), recognition by peers (65.9%) and favourable job characteristics (63.6%). However, all the other hygiene factors were not available with growth (72.7%) and career development (65.9%) being cited as largely conspicuous as being offered in the workplace.

4.3.4 Effects of employee motivation on organisation performance at WLSA

Employee motivation is affected by a combination of intrinsic and extrinsic factors. Employee perceptions of their motivation levels were measured through their level of agreement with the given statement in the Likert Scale. Responses for intrinsic and extrinsic factors were analysed separately to obtain a clear view of each construct's contributions to overall motivation levels of employees that enhanced job performance. Furthermore, responses about organisation performance were also presented in the form of a frequency distribution table. These were then juxtaposed together in order to test the hypothesis about the effects of employee motivation on organisation performance. Table 4.5 presented the responses on intrinsic motivation factors.

Table 4.5: Intrinsic motivating factors affecting performance

STATEMENT	**Presentation of Intrinsic motivation factors**						
	SDA	**DA**	**N**	**A**	**SA**	**Mean**	**S.D**
I feel a sense of personal satisfaction when I perform my work well	6 13.6%	8 18.2%	6 13.6%	17 38.6%	7 15.9%	**3.25**	1.314
I feel down when my effort is not up to my expectations	6 13.6%	6 13.6%	6 13.6%	14 31.8%	12 27.3%	**3.45**	1.389
I work harder because it gives me personal fulfilment	-	11 25%	5 11.4%	18 40.9%	10 22.7%	**3.61**	1.104
I am motivated by non-monetary forms of recognition	7 15.9%	8 18.2%	6 13.6%	15 34.1%	8 18.2%	**3.20**	1.374
I always think of ways to do my work efficiently and effectively	8 18.2%	8 18.2%	12 27.3%	10 22.7%	6 13.6%	**2.95**	1.311
I get motivated by availability of platforms to showcase my abilities	5 11.4%	18 40.9%	8 18.2%	9 20.5%	4 9.1%	**2.75**	1.184
I am contributing to the overall goals of the organisation	4 9.1%	17 38.6%	9 20.5%	10 22.7%	4 9.1%	**2.84**	1.16

Key to weighted average Likert scale ratings: 1-1.80; Very negative,

1.81-2.6; Negative

2.61-3.4; Moderate,

3.41-4.2; Positive

4.21-5.0; Very positive

According to table 4.5, the majority of the employees exhibited feelings of personal satisfaction when they performed their job well. According to the sample results, only 6 employees (13.6%) strongly disagreed, 8 (18.2%) disagreed, 6 (13.6%) were neutral, 17 (36.6%) agreed and 7 (15.9%) strongly agreed. Cumulatively 14 employees (31.8%) harboured negative sentiments against the majority of 24 (54.5%) who had positive views on the issue.

The next question pertaining to feelings of respondents when effort did not measure up to expectations yielded interesting results. Six (6) employees strongly disagreed, 6 disagreed, 6 were neutral, 14 agreed and 12 strongly agreed with the statement. This translated to a cumulative 13 employees (27.2%) who did not feel down against 26 (59.1%) who felt down when effort did not match results.

For the statement "I work harder because it gives me personal fulfilment", 11 (25%) disagreed, 5 (11.4%) were neutral, 18 (40.9%) agreed and 10 (22.7%) strongly agreed. Cumulatively only 25 percent of the employees disagreed against 63.6% who viewed the statement positively.

In terms of being motivated by non-monetary forms of recognition, more than half of the employees (15 agreeing and 8 strongly agreeing) supported the statement, making a cumulative total of 52.3% against those who were against it (7 strongly disagreeing and 8 disagreeing) to constitute a cumulative 34.1 percent.

When asked to rate on whether they thought of innovative ways to improve efficiency and effectiveness at work were present in their organisation, 8 (18.2%) employees strongly disagreed, 8 (18.2%) disagreed and 12 (27.3%) were neutral. On the agreement side, 10 (22.7%) agreed and 6 (13.6%) strongly agreed.

The organisation's ability to give platforms for employees to showcase their talent was found to be limited. This was indicated by 5 (11.4%) who strongly disagreed and 18 (40.9%) who disagreed, to give a cumulative total of 52.3%. Eight (8) (18.2%) were neutral. On the other hand, 9 (2.5%) agreed, and 4 strongly agreed, making a cumulative total of 29.6% of the participants.

The sentiments on whether or not employees felt that they were contributing towards the overall goals of the organisation, 4 (9.1%) strongly disagreed and 17 (38.6%) disagreed leading to a cumulative total of 47.7% with negative perception about their contributions to organisation's goals. Nine (9) (20.5%) were neutral. Furthermore, 10 (22.7%) agreed and 4 (9.1%) strongly agreed.

From Table 4.5, it can be deduced that participants exhibited moderate intrinsic motivation (Mean=3.15). The only motivators that were above average were when respondents felt down when results went against exerted effort (Mean=3.45), and having personal fulfilment from accomplishing tasks (Mean=3.61).

Furthermore, the extrinsic motivation factors exhibited a low cumulative average of 2.61which indicated slightly moderate perceptions as shown in the stack graph in Figure 4.2.

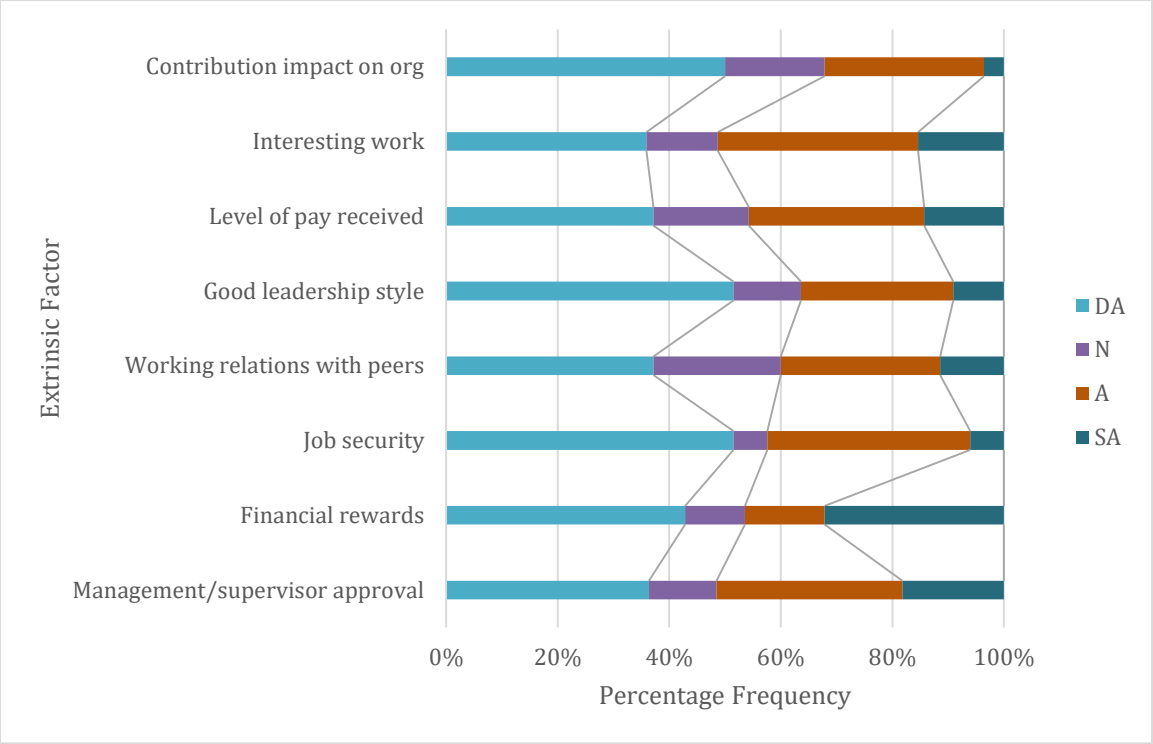

Figure 4.2: Extrinsic factors affecting motivation

In Figure 4.2, participants were asked about their perceptions of the given extrinsic factors of motivation. Half of the variables received a negative rating. The lowest ranked factor was the perceptions of the employee's contribution to the organisation. The majority of the employees, 36.4% strongly disagreed and 31.8% disagreed to give a cumulative 68.2%, and the lower weighted mean of 2.18. Leadership style also had one of the lowest ratings, with 28 participants (63.6%) cumulatively rating leadership style in a negative manner, resulting in a low weighted mean of 2.45. Other negatively rated constructs were job security, with 25% strongly disagreeing and 38.6% disagreeing resulting in a low weighted mean of 2.48. Interesting work, level of pay and approval from supervisors were moderately rated with weighted averages of 3.05; 2.77 and 2.75 respectively.

In terms of organisation performance, the following descriptive statistics were obtained as shown in Table 4.6.

Table 4.6: Perceived Organisation performance

Frequency/Percentage (%)	SDA	DA	N	A	SA	Mean	SD
Constantly improving beneficiary experiences and services	2 4.5%	7 15.9%	13 29.5%	17 38.6	5 11.4	3.36	1.036
Delivering high level beneficiary service	12 27.3%	15 34.1%	9 20.5%	4 9.1%	4 9.1%	2.39	1.243
Providing required resources (materials, tools and equipment) for high performance	7 15.9%	9 20.5%	12 27.3%	14 31.8%	2 4.5%	2.89	1.166
Encouraging continuous forging of new donor relationships	6 13.6%	13 29.5%	8 18.2%	12 27.3%	5 11.4%	2.93	1.265
Improving beneficiary satisfaction	5 11.4%	14 31.8%	7 15.9%	12 27.3%	6 13.6%	3.00	1.276
Contributing to growth in operating revenue sourcing and generation to aid and sustain programs	6 13.6%	7 27.3%	8 18.2%	17 38.6%	6 13.6%	3.23	1.273
Increase donor and fundraising revenue	8 18.2%	6 13.6%	11 25%	13 29.5%	6 13.6%	3.07	1.319
Efficient use of financial resources	5 11.4%	11 25%	13 29.5%	8 18.2%	8 18.2%	3.11	1.243
Improve productivity of workers	6 13.6%	13 29.5%	6 13.6%	14 31.8%	5 11.4%	2.98	1.285
Service delivery time improvements to beneficiaries	4	11	13	8	8	3.11	1.243
Reduction in administration cycle needed to approve action	7 15.9%	12 27.3%	9 20.5%	10 22.7%	6 13.6%	2.91	1.309
Improved employee satisfaction	9 20.5%	12 27.3%	7 15.5%	11 25%	5 11.5%	2.8	1.34
Employee retention	10 22.7%	10 22.7%	14 31.8%	7 15.9	3 6.8%	2.61	1.205
Skills improvement for employees	7 15.9%	14 31.8%	15 34.1%	7 15.9%	1 2.3	2.57	1.021
Composite Weighted Mean						**2.92**	

According to the obtained results, the organisation moderately excelled in most areas which would bring about employee motivation as measured by the balanced scorecard (BSC) performance questionnaire for not-for-profit organisations.

In terms of constantly improving beneficiary experiences and services, there were indications that the organisation was client-oriented. Half of the respondents cumulatively agreed (made up

of 17 agreeing and 5 strongly agreeing, giving 38.6% and 11.4% respectively). However, 13 employees were neutral, making up 29.5%. Those who disagreed were 7, constituting 15.9% and those who strongly disagreed were 2, making 4.5%. All in all, the cumulative total f those who disagreed were 20.4%t against 50% who agreed.

Delivering high level of beneficiary service somewhat contradicted the above trend. Most of the respondents were against the statement (27 in total, made up of 27.3% of the respondents strongly disagreeing, and 34.1% disagreeing coming to 61.4%). Only 8, equally split between strongly agree and strongly disagree constituted 18.2% of those with positive attitudes and the remaining 9 (20.5%) were neutral.

The majority of the employees were split between positive and negative sentiments about the provision of requisite resources that enables them to perform their work to their optimal best abilities. A total of 16 people (36.4%) had negative sentiments and an equal number had positive sentiments. The remaining 14 employees (31.8%) had neutral views on this issue.

The organisation also performed moderately well when it came to encouraging the continuous forging of new donor relationships. Six (13.6%) strongly disagreed, while thirteen (29.5%) disagreed, and 8 (18.2%) were neutral, and 12 (27.3%) agreed and 5 (11.4%) strongly agreed. In terms of improving beneficiary satisfaction, 5 (11.4%) strongly disagree, 14 disagreed, 7 (15.9%) were neutral, 12 (27.3%) agreed and 6 (13.6%) strongly agreed. This indicated a 43.2% of the participants with negative perceptions of the organisation improving beneficiary satisfaction against 40.9 percent who had positive sentiments of the same issue.

When it came to contributing to growth in operating revenues and sustainability of aid programs, slightly above half of the participants (17 agreeing and 6 strongly agreeing, making up 52.2 percent) had positive perceptions about the performance of the organisation in this area against 13 (40.9%) , with 8 (18.2%) being neutral.

When it comes to increasing donor and fund-raising revenue, 8 (18.2%) strongly disagreed, 6 (13.6%) disagreed and 11 (25%) were neutral. For those who had positive sentiments, 13 (29.5%) agreed and 6 (13.6%) strongly agreed.

There was also an equal division opinions between those who believed that the organisation was efficiently using resources against those who were of the contrary view. A total of 16 employees (36.4%) disagreed with the statement and an equal number agreed with it. The remaining 13 (29.5%) were neutral.

Improving productivity of workers also produced an impasse between those who thought that the organisation was doing a great job of it against those who thought otherwise. Six (6) participants strongly disagreed (13.6%), 13 (29.5%) disagreed, 6 (13.6%) were neutral, 14 (31.8%) agreed and 5 (11.4%) strongly agreed. Service delivery time improvements saw the same trend of neutrality dominating. 16 participants (36.4%) agreed and 15 (34.1%) disagreed. Thirteen (13) (29.5%) were neutral.

On the reduction in administrative cycle needed to approve action, 7 (15.9%) of the participants strongly disagreed, 12 (27.3%) disagreed and 9 (20.5%) were undecided. On those supporting the statement, 10 (22.7%) agreed and 6 (13.6%) strongly agreed. This generated a cumulative 36.3 percent of those in agreement against 43.2% who disagreed.

In terms of improving employee satisfaction, 9 (20.5%) strongly disagreed, 12 (27.3%) of the participants disagreed to add up to 47.8 percent. Seven (25.5%) were neutral. Furthermore, 11 (25%) agreed and 5 (12.5%) strongly agreed, bringing to 36.5% those who agreed with the statement.

When it came to retention of employees, 14 (31.8%) were neutral. Twenty (20) of the participants (45.4%) consisting of 10 (22.7%) who strongly disagree and the same number who disagree. For those in agreement, a total of 10 (22.7%) made up of 7 (15.9%) who agreed and 3 (6.8%) who strongly agreed. The same negative sentiments persisted when it came to skills improving cement for employees. 7 (15.9%) and 14 (31.8%) of the participants strongly disagreed and disagreed respectively, giving a total of 47.7%. A record 15 (34.1%) were undecided whilst those in agreement were 8 (18.2%), made up of 7 (15.9%) who agreed and 1 (2.3%) who strongly agreed.

Categories of motivation factors such as the improvement of beneficiary services and improving beneficiary satisfaction ranked higher with 50% and 40.9% respectively having positive perceptions. Moreover, these sentiments were reflected in the weighed means of 3.36 and 3.0 respectively for the two areas of organisation performance. However, the organisation underperformed in areas of employee satisfaction (Mean = 2.8), employee retention (Mean=2.61) and employee skills development (Mean= 2.57). Overall, the organisation performance was moderate, with a composite weighted average of 2.92 for all the measures of organisation performance.

4.4 Qualitative Data Presentation

Interviews were conducted and data was analysed thematically through themes and sub themes. The themes were done on an objective-by-objective basis and summarised in the table 4.6 below:

Table 4.7: Presentation of themes from the six (6) interviews

Hypothesis	Themes	Sub-Themes	Frequency (N=6)
H1: Extrinsic factors	1 Team spirit 2 Management quality 3 Job insecurity 4 Pay level 5 Job characteristics	1) -Socialisation at work - Close knitted family - Employees support each other 2) – Good management but poor leadership Lack of management feedback - Job empowerment 3) – Job security not guaranteed 4) Low pay levels - Compensated by infrequent travelling and conference allowances 5 Interesting work	4/6 5/6 6/6 2/6 3/6 6/6 6/6 2/6 5/6
H2: Intrinsic factors	6) Personal fulfilment 7) Responsibility towards others 8) Achievements	6 -sense of achievement 7 – positions and job titles -Non-monetary rewards 8 -recognition for a job well done	4/6 2/6 4/6 5/6
H3: Effects of motivation on organisation performance	9) Intrinsic motivation more dominant	9 – Personal drivers affect organisation performance - Extrinsic factors hardly impact performance.	3/6 6/6

4.4.1 Extrinsic factors affecting motivation

In the interviewees open-ended questions were asked about the extrinsic factors that affected participants' motivation at work. The majority of the participants mentioned that there was a

sense of teamwork at work. They indicated that the employees were a close-knit family where they shared personal problems and expected help from peers "*We are a family, and family bear each other's burdens. It's what glues us together".* Probing the respondents revealed that the organisation had inculcated a sense of belonging and caring in its employees. According to one of the interviewees, team-building workshops was the first training that employees receive before any other. Workers spoke glowingly about this culture of oneness.

In addition, it was revealed that there are good management practices within the organisation. This was indicated by the employees who said that "*Things get done effectively*" and that there is "*meticulous, systematic management of activities, no one can do better*". However, there were concerns which were raised on the issue of feedback and engagement by managers. Delayed feedback was mentioned as a problematic area, with one of the interviewees mentioning that "*There are unnecessary delays in conveying vital information. We hear it from colleagues first before the official announcement. It's not healthy*". Furthermore, issues of lack of mentorship and coaching were raised, but exonerating circumstances were given for that behaviour. One of the interviewees mentioned that "*the nature of charity work entailed short-term contracts that may or may not be renewed, so it is foolhardy to expect full blown mentoring to someone who might not feature in the next program".* Nevertheless, there were perceptions that management can do better despite the limited contract duration.

In terms of the general working conditions, a full-time employee explained that the physical working environment was conducive to motivating employees: "*we have the latest computers, chairs and desks are upmarket and all the latest toys of work are there".* All the requisite amenities such as workspaces, furniture and desktops were up to date and functioning well. Moreover, non-permanent employees showed that the nature of their work was always outdoors,

hence they have greater variation in the type of working environment they operated in: "*Today we are working in the best hotel conference room and tomorrow we are in the most run-down villages in the rural areas".* When asked about how the organisation can improve their general working conditions, the majority indicated that the organisation was doing a great job by providing the required equipment but lags in terms of job specific training courses to empower the employees "*I may have all the tools of the trade but if l don't know how to use them, they are as good as non-existent. Intensive training on communication and negotiation skills is needed"* Hence, on the job training courses were suggested to enhance both motivation and performance.

The nature of the job also entailed greater autonomy and decision making by the incumbents. The majority of the workers indicated that charity work is interesting as they get to do something positive for other people. Due to its nature, employees said they get the chance to meet different types of people, who are special in their own way. *"We deal with a diversity of people. You get the chance to interact with amazing people and learn one or two things that you did not know before"*. Furthermore, interviews revealed that the degree of autonomy in decision-making making was a welcome feature for most employees. Discussions revealed that this was a welcome part of the job characteristics for some but it gave some form of dilemma for those who do not have decision making abilities "*For me, it's a tricky issue. You are in the field and consequential decisions have to be made. I am not generally inclined to take these dives, so naturally the dilemma is unpalatable for me"*. Indications were that whilst autonomy was generally preferred, some showed that risk averse individuals were not comfortable.

When asked about their opinions on the pay levels, the majority of the respondents indicated that it was low, which one called "*a pittance to keep body and soul together*". They indicated that the low pay was enough to sustain basic necessities such as food, shelter and clothing but not high

enough for further personal development. Some of the interviewees mentioned that they were in debts from illegal loan sharks (*bo-shylocks*) and despite the low pay, it was not regular in coming depending on the donor programs. However, the employees revealed that pay is not exactly what drives them to work but the passion to serve others: *"I remember when there was no money for allowances and l had to borrow from friends just to be with the clients. It's a blessing on its own to work with the clients because by helping one person you easily get the recognition for your work by community members".*

The employees were then asked to make suggestion as to how the reward system should be constituted to reduce dissatisfaction levels. A wide variety of suggestions were made which indicated the uniqueness of the interviewed employees. One employee revealed that regular and consistent payment of their benefits was enough "*if l get what is due in time and regularly, l ask for no more"*. Another one noted that there was some inconsistencies and inequity in pay-out of fringe benefits such as meeting attendance fees. "*We are given the same flat rate yet l would have travelled from a faraway place compared to one who comes from town*". This, argued the interviewee, led to disparities in allowances although the rate was the same.

4.4.2 Intrinsic factors affecting motivation

Respondents indicated that one of the most motivating factors in their line of work was personal fulfilment that obtain from serving others. Employees mentioned that what spurred them on despite some challenges was the feeling that they can be of value to others and use personal gifts to help others in need "*After an exhausting day in the field, l sleep soundly knowing that l made that difference to better the world".* Indications were also that the need for personal fulfilment transcended all other motivations for most of the employees. This made them to put all their efforts towards serving others despite the challenges they might face in the process. Furthermore,

there was mention of responsibility towards society. Having such responsibility towards other people gives one some satisfaction in that one believes one is making a difference in other people's lives. "*There is an unwritten code in social work that others first and yourself last*". This self-sacrifice behaviour gave the employees a sense of personal achievement that motivated them further.

Some mentioned status at work as important in motivating them. It was interesting to note that titles such as "*team leader*", "*supervisor*" and "*coordinator*" added some impetus to perform more for most of the employees despite the fact that the titles do not carry any monetary rewards. "*The title alone adds a spring to my walk, even though l don't get any cent from it".* Some said that this distinction from others is a recognition by management that they have better leadership qualities that distinguishes them from others. The respect and admiration that accompany these positions are a source of motivation to do more than the others "*When l was chosen to be a team leader amongst others in my community, l had to put extra effort and work harder than others".* An interesting assertion made during one interview was that during boot camps, being selected into any leadership position gave you an elevated status "*Recognition that l am unique drives me on*".

Furthermore, achievements at work were viewed by many as a motivator. Accomplishing something that was perceived difficult was ranked as very motivating *"l came up with a solution to one recurring challenge at work and the recognition and acknowledgements l got were energising"*. The employees valued the sense of accomplishment that follow from knowing that they have done something valuable. Discussion revealed that although achievement is a motivator on its own, it can be buttressed by recognition by others for a job well done. When asked about how they wanted to be recognised in order to improve performance, employees

mentioned different schemes such as praising by management, shopping gift cards, paid for vacations and being send to job specific training.

4.4.3 Qualitative findings on the effects of employee motivation on organisation performance

Employees were asked about how motivation affected performance at an organisation level. The major theme that was derived from the discussions were that intrinsic motivation played a positive role in enhancing performance. When respondents were asked how their level of motivation affected the overall organisation performance, the majority of them hinted that the personal fulfilment and need for achievement ensured that performance was high. "*Motivation for charity work comes from within. Even when all else fails, performance can never go down because we are more concerned for other people than ourselves."* One interviewee indicated that most of the extrinsic factors like pay might be low and under normal circumstances negatively affect employee performance but it is not the case with the organisation "*Charity work defies general rules here. I am furloughed for a year but my feet always find a way towards the field to help others"*. The implications, according to one interviewee, were that no matter how demotivating the extrinsic factors were, employees put their maximum effort towards the achievement of organisational goals and objectives. Further investigations revealed that extrinsic factors do not materially affect organisation performance. Employees are likely to continue working for the organisation despite worsening working conditions.

4.5 Hypotheses testing

The study tested the hypothesis (H3) that employee motivation has a positive impact on the organisation performance. Before any data analysis was performed, tests for normality of data was conducted using Shapiro-Wilk test since the sample size was less than 100. The different

constructs of motivation (extrinsic and intrinsic) were transformed into one variable, MOTIVE as well as those indicators for organisation performance which were transformed into PERFORM. The variables were then run in SPSS Version 26 to produce a Shapiro-Wilk significance coefficient as shown in Table 4.8.

Table 4.8: Shapiro-Wilk normality test results

Transformed Variable	Shapiro-Wilk		
	Statistic	Df	Sig.
MOTIVE	0.965	44	0.194
PERFORM	0.985	44	0.843

As it can be seen in the table, there were 44 valid responses on all the questions on both motivation and performance constructs. The results show that both motivation and performance constructs show significance p-values of 0.194 and 0.843 respectively, which are greater than 0.05. Hence the dataset is not statistically significant, indicating that it is normally distributed.

In terms of the correlation between employee motivation and organisation performance, the Spearman correlation coefficient (rho) was calculated using the SPSS V 26. Spearman was used because of the presence of an ordinal scale variables motivation and performance measured on the Likert scale. The results of the test are indicated in the table 4.9.

Table 4.9: Spearman Rank Correlation co-efficient

			MOTIVE	PERFORM
Spearman's rho	MOTIVE	Correlation Coefficient	1.000	0.124
		Sig. (1-tailed)	.	0.212
	PERFORM	Correlation Coefficient		1.000

The results of the Spearman rho test indicate a Rho value of .124 and a significance co-efficient of 0.212, which is insignificant (p>.05). There is very weak, positive but insignificant relationship between employee motivation and organisation performance.

The hypothesis H3 stated that there is a positive, significant association between employee motivation and job performance. Given the very weak and statistically insignificant correlation obtaining between the two variables, it can be inferred that the positive correlation between the two is merely by chance.

From the obtaining results, it can be deduced that hypothesis H3 was rejected due to insignificant.

Moreover, since the Shapiro-Wilk test for normality indicated that the dataset was normally distributed, and also that the data was ordinal in nature, multinomial regression analysis was carried out on the collected data. The results indicated that the data was normally distributed, which entailed that instead of using ordinal logistic regression analysis, multinomial logistic regression analysis was used.

4.6 Discussion of results

The study investigated effects of employee motivation on organisation performance. The study used three hypotheses namely: H1: Extrinsic factors affect motivation, H2: Intrinsic factors affect

motivation and H3: There is a positive correlation between employee motivation and job performance.

Findings from H1 and H2 were mainly from descriptive statistics and qualitative themes from interviews. For H1, the extrinsic factors affecting motivation at the organisation, it was found out that job security, work-life balance, level of salary and employee centric policies were dissatisfiers in the organisation. Extrinsic factors that were available included conducive peer to peer working relationship, satisfactory supervision, status at work and good relationship with supervisors. Interviews revealed that employees have positive perceptions of work amenities and supervision levels but they deemed these as not impacting their level of motivation at work. The study findings were in line with Bevin (2018) and Herzberg's low hygiene-high motivation matrix where employees are reported to be motivated despite complaints. Another study that found the same relation was Bassou (2015) in Lebanon who found the same results in NPO workers. This however, was in contrast with the study of Mhlanga (2016) who studied public healthcare workers in Eswatini and found a positive effect of reward system, leadership style and organisational culture on motivation. The implications of this finding are that managers have to take careful consideration of the extrinsic factors because their absence causes dissatisfaction but their presence des not lead to motivation. Investment into extrinsic factors can only lead to reduction of dissatisfaction levels but not increase motivation, which is measured on a different continuum (Mullins, 2018). An investigation into the motivating factors has to be done for employees so that strategic action can be taken to balance the motivating factors and hygiene factors (Yousaf, 2020).

For intrinsic factors, the study found out that they affected the level of motivation of the employees. Of particular note were factors such as need for personal fulfilment and recognition

for a job well done. Furthermore, the study found out that non-monetary rewards such as public acknowledgement were more fulfilling to employees than the financial rewards. These were expected results and confirmed most empirical studies such as those of Yousaf (2020) and Mardanov (2021). The implications are that management again has to take into consideration intrinsic factors affecting motivation levels. The same research into motivation levels can be used to find out the different motivating factors since employees are unique. Formal recognition and training programs could be crafted to ensure that employees get the best out of their work life.

Testing the correlation between overall motivation at the organisation and its performance indicated that there was a positive but insignificantly weak correlation ($r = .124$, $p = .212$) between employee motivation and job performance. This entails that the positive correlation was merely based on chance association between the two. This is in sharp contrast with most conventional findings that find a positive significant association between employee motivation and job performance such as Miry (2021) and Sun and Fusch (2015). For example, Miry (2021), in Egypt.

Manzoor, Weil and Asif (2021) investigated intrinsic rewards' effects on employee performance in Pakistan. Their findings can be compared to the motivational theories and empirical studies. On hypothesis 1, the issue was that extrinsic factors affected the motivation of workers. The findings were that most of the organisation-based factors which are considered crucial were missing, yet people continue to go to work. What can therefore be deduced is that that presence of hygiene factors which are extrinsic by nature, alleviate unpleasant workplace situations but does not lead to motivation.

In this study, the organisation fared badly in terms of job security, work advancement and growth, promotion, pay levels and feedback by managers. Although these factors were absent, it was shown by the interviews that they did not impact the motivation level. Similarly, the presence of

the extrinsic factors did not do much to motivate the employees. This is in line with Herzberg (1964) who made a distinction between motivators and satisfiers. Hygiene factors are contextual in nature and do not pertain to the job itself and their function is to avoid the employee's exposure to obnoxious conditions (Herzberg, 1966). Moreover, the absence of hygiene factors causes dissatisfaction (Samuelson et al, 2022). Presence of motivating factors, which are intrinsic based, leads to long-term motivation but their absence leads to demotivation yet does not lead to dissatisfaction (Alfayad & Arif, 2017). Herzberg model explained that an employee can be motivated and dissatisfied at the same time as these factors work separately. For H2, intrinsic motivators are therefore vital in the motivation of workers, managers should take serious note the dissatisfiers. Organisations have to put into place measures that ensure that incentives such as intrinsic motivators, extrinsic motivators and performance management approaches are implemented in order to retain, attract, increase worker`s efforts, satisfaction and commitment (Lee, 2016).

In terms of the inferential statistics, the results showed that there was a weak positive correlation relationship between employee motivation (Independent variable) and job performance (dependent variable), which is puzzling because most studies have found statistically significant correlations between the two variables. However, it should be noted that the results which exhibited positive correlations were mainly conducted in the market-based organisations, which leaves questions as to whether motivation in the two categories had any noticeable differences or effects. Is it the characteristics of the employees in the charity based organisations that make them to water down the correlation or is it by chance for this organisation alone?

This is a rich area for study where comparisons could be made between market-oriented firms and charity-oriented firms. This is therefore an area for recommendation for further studies.

4.7 Summary

Chapter 4 investigated the research findings from the survey perspective. The research used the SPSS Version 26 to analyse quantitative data. Data from the questionnaire was fed into the statistical package and the output was in the form of bar graphs, clustered graphs, pie charts and frequency distribution tables. The mixed methods research design (Sequential explanatory mixed methods research design) was employed in the study where quantitative data collection and analysis was done quantitatively, and at the same time qualitative methods such as the use of an interview guide were used to collect qualitative data which analysed thematically.

Both descriptive and inferential statistics were presented and analysed to analyse quantitative data through the use of graphs and frequency distribution tables. Data from interviews was analysed through use of themes and direct quotations as implied in the above discussions. The results showed that in terms of extrinsic motivation, there were many shortfalls in which the organisation was not providing the required levels of the factors to reduce dissatisfaction levels among the employees. Key among these factors were job security, work advancement and growth, promotion, pay levels and feedback by managers. However, presence of hygiene factors such as quality management, adequate and appropriate working tools and good peer to peer relations only reduced dissatisfaction levels. In terms of intrinsic factors of motivation, they were qualitatively found to have a powerful and positive influence on organisation performance. Factors such as sense of achievement, recognition and acknowledgements were found to be powerful yet inexpensive ways that could be used to motivate the employees. Lastly the relationship between motivation and job performance was positive yet statistically insignificant, which is unique in that most empirical studies have pointed to the contrary. Further investigations into the phenomenon are required to fully ascertain the correlation between employee motivation

and job performance in not-for-profit organisations. Chapter 5 discussed the summary of the whole study, conclusions, and recommendations.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The previous chapter presented and analysed the results and findings from the two research instruments, the questionnaire and interview guide. The study researched on the effects of employee motivation on job performance. This chapter summarised the whole study findings, made some conclusions based on the findings, and then recommendations for stakeholders and future studies were made and wrapped up the chapter.

5.1 Summary of the study

The title of the research was 'An investigation into the effects of employees' motivation on job performance at Women and Law in Southern Africa -Eswatini". The study was inspired by the importance of employee motivation which is deemed to influence performance at the organisational level. The major objective of the study was to investigate relationship between employee motivation and job performance. The findings of the study were categorised into those pertaining the literature, the summary of findings from quantitative analysis and qualitative findings. Three hypotheses were formulated, namely: H1: Extrinsic factors affect employee motivation at WLSA; H2: Intrinsic factors affect motivation at WLSA; and H3: There is a positive correlation between employee motivation and job performance at WLSA. Chapter 1 discussed the background to the study where it was noted that the not-for-profit organisations' employees were uniquely constituted when it came to motivation and performance. Unlike employees in market-based organisations who were likely to be driven by financial rewards, NPO

employees are motivated by intrinsic factors more than extrinsic factors. Chapter 2 discussed the literature on employee motivation and job performance. The two major theories; Herzberg's two factor theory and Maslow's hierarchy of needs theory were used to derive the extrinsic and intrinsic motivation factors.

Chapter 3 discussed the methodology of the study. A sequential explanatory mixed research design was adopted where both qualitative and quantitative data was collected and analysed. The population of the study was 160 employees consisting of 150 temporary community workers and 10 full time employees.

Quantitative data collection was collected through a 5-point Likert scale and qualitative data by interviews. Furthermore, all the motivation and performance constructs were tested for reliability using Cronbach Alpha coefficient, which was above 0.70 for all of them. Normality was tested through the Shapiro-Wilk test. Presentation and analysis of the data was through themes, frequency distribution tables, clustered graphs, descriptive statistics such as mean and standard deviation. Study conclusions and recommendations were then given accordingly.

5.1.1 Summary of findings from Literature

In terms of employee perceptions of extrinsic motivation factors affecting performance, literature is replete with evidence that work amenities and supervision levels have an impact on performance but they deemed these as insignificant in impacting the level of motivation at work. Hattie, Hoddis and Kang (2020), averred that motivation is a product of a complex interplay of internal and external factors that merge to produce the noticeable behaviour of employees. Bevin (2018) and Herzberg's low hygiene-high motivation matrix where employees are reported to be motivated despite complaints. Bassou (2015) also studied the same phenomenon in Lebanon and

found out that extrinsic factors were not highly esteemed by workers but intrinsic factors bore sway in perceptions. This however, was in contrast with the study of Mhlanga (2016) who studied public healthcare workers in Eswatini and found a positive effect of reward system, leadership style and organisational culture on motivation.

It could also be seen that the results were also in line with Herzberg (1964) who made a distinction between motivators and satisfiers. Hygiene factors are contextual in nature and do not pertain to the job itself and their function is to avoid the employee's exposure to obnoxious conditions (Herzberg, 1966). Moreover, the absence of hygiene factors causes dissatisfaction (Samuelson et al, 2022). Presence of motivating factors, which are intrinsic based, leads to long-term motivation but their absence leads to demotivation yet does not lead to dissatisfaction (Alfayad & Arif, 2017). Herzberg model explained that an employee can be motivated and dissatisfied at the same time as these factors work separately.

The relationship between motivation and performance has again proved to be contentious both in literature and findings in this study. Despite that the majority of the studies pointed to a positive and statistically significant correlation, this study it to be insignificant. This is supported by studies by Chien, Mao, Nergui and Chang (2020) who found out that financial motivation, internal self-concept and goal internalisation have significant positive effect on job performance In Nigeria Jibowo, (2017) found some support for the influence of motivators on job performance and Centres and Bugental (2017), discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational level, "hygiene factors" or extrinsic job factors were more valued.

5.1.2 Summary of Quantitative results

Tests for correlation between integrated motivational constructs of intrinsic and extrinsic factors revealed that there was a positive, statistically insignificant correlation which can be accounted to chance. The Spearman rho test value of .124 and a significance co-efficient of 0.212, which is insignificant ($p>.05$). There is very weak, positive but insignificant relationship between employee motivation and organisation performance. The quantitative results pointed out that although there was a positive relationship between the two variables, the weak correlations means that intrinsic and extrinsic motivation factors are too weak to explain the performance at WLSA-Eswatini. More powerful factors that were outside this study's scope better explain the correlation than motivation factors.

5.1.3 Summary of Qualitative results

The findings of the study were that extrinsic factors did not affect the level of motivation despite their absence. Furthermore, intrinsic factors had an impact on the level of motivation**.** The findings showed that in terms of extrinsic motivation, the organisation was not providing the required levels of the factors to reduce dissatisfaction levels among the employees. Key among these factors were job security, work advancement and growth, promotion, pay levels and feedback by managers. However, presence of hygiene factors such as quality management, adequate and appropriate working tools and good peer to peer relations only reduced dissatisfaction levels. In terms of intrinsic factors of motivation, they were qualitatively found to have a powerful and positive influence on organisation performance. Factors such as sense of achievement, recognition and acknowledgements were found to be powerful yet inexpensive ways that could be used to motivate the employees.

5.2 Conclusions

The study findings led to the following conclusions being drawn. Firstly, Employees are attracted and motivated to work in NGO based on personal intrinsic motivation. Organisation based motivation was found to be low, workers were dis-satisfied with the pay, job security, promotion and growth prospects yet employees were intrinsically motivated to remain. The findings conform to earlier studies on employees' motivation in social organisations and on pay and motivations.

Secondly, for the extrinsic factors affecting motivation at the organisation, it was found out that job security, work-life balance, level of salary and employee centric policies were dissatisfiers in the organisation. Extrinsic factors that were available included conducive peer to peer working relationship, satisfactory supervision, status at work and good relationship with supervisors.

Thirdly, employees have positive perceptions of work amenities and supervision levels but they deemed these as not impacting their level of motivation at work. They also perceive the reward of stipends to be unfairly distributed as each one gets the same amount despite the distance travelled and associated costs for meetings and outreach programs.

Fourthly, intrinsic factors strongly affect levels of motivation through need for recognition and acknowledgements more than financial rewards. A sense of achievement and accomplishment were found to be some of the greatest motivators amongst employees of the organisation.

Fifth, the nexus between employee motivation and organisation performance is that there is a positive, chance correlation between the two, which is statistically insignificant. The implication is that overall motivation has negligible effect on performance of the organisation.

5.3 Recommendations

The following recommendations are made to the organisation based on the findings and conclusions of this study on the impact of employee motivation on overall job performance and its most influencing factors, for the purpose of enhancing the overall level of employee motivation in the company and increasing work efficiency and hence company growth.

5.3.1 Recommendations to the organisation

- Increase the chance of worker advancement and growth opportunities by promoting excelling temporary community workers rather than external recruitment. This has the desired effect of motivating employees through a sense of recognition and acknowledgements of good work being done
- Increase inexpensive, non-monetary rewards such as public recognitions, and acknowledgements through initiations like employee of the month award, influencer of the year and other appropriate categories. This might boost motivation, and given
- Improve on extrinsic factors of motivation such as two-way communication to minimise complaints about one way and infrequent access to information, improve job security through long term contracts and renewal of those that were performing well as situations permit, improving remuneration and benefits packages to reduce dissatisfaction among employees.
- More frequent communication between managers and their employees, and implement team-building and communication exercises to help strengthen the relationship and trust between the different employee groups.

- Put effort into ensuring that employees are properly credited and receive recognition for the good work they do in their respective positions.

5.3.2 Recommendations for further studies

Future studies may replicate this study using a nationally representative sample of NGO workers instead of only one NGO. Furthermore, an interesting area of possible study is to investigate and compare employee motivation and job performance levels between full time and part time employees to see whether any noticeable differences exist between these two groups.

5.3.3 Study limitations

Limitations are deficiencies emanating from conditions beyond the control of the researcher which affects the research scope, processes, and theories (Theofanidis & Fountouki, 2019). Consequently, researchers should be clear about the limitations identified in their study (Twinning et al., 2017). A study limitation should describe the potential limitations, define the implications of the limitations, propose alternative approaches, and describe steps taken to minimize the limitation (Ross & Zaidi, 2019).

This study was limited in terms of its scope. It was delimited to only one NGO and the results are difficult to generalise to all NGO employees in Eswatini. In future, there is a need to using sampling methods which are more scientific such as combining random sampling and quota sampling which can enable the researcher to generalise the results of the study to the target population. Furthermore, the questionnaire was revised many times and trimmed to the current shortened version. Although the current version was competent to gather adequate information, many interesting questions were sacrificed for brevity, yet comprehensive data could have been collected to give an overarching picture of the phenomenon.

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APPENDICES

APPENDIX 1: APPLICATION LETTER TO CARRY OUT RESEARCH

NBS
NAMIBIA BUSINESS SCHOOL
UNIVERSITY OF NAMIBIA

5th October 2022

TO WHOM IT MAY CONCERN

Re: MBMS – Ms Lomthantazo . Olgah. Dlamini, Student No 220083371

As part of our Master of Business Administration Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining Business Administration. To do that effectively, they need to conduct research and obtain practical examples.

Ms. **Dlamini** has chosen your organisation to approach for information. It is against this background that I wish to kindly request you to assist Ms. **Dlamini** with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on **"AN INVESTIGATION INTO THE EFFECTS OF EMPLOYEES MOTIVATION ON ORGANISATIONAL PERFORMANCE AT WOMEN AND LAW IN SOUTHERN AFRICA- ESWATINI.".**

Your kind assistance is highly appreciated

Yours sincerely

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Inspiring Minds & Shaping the Future

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APPENDIX 2: QUESTIONNAIRE FOR EMPLOYEES

Dear Participant

My name is Lomthantazo O Dlamini. I am a Master in Business Administration student at University of Namibia. As partial fulfilment of the program, I am required to carry out a research study of my choice in the areas of business management. I chose the research entitled **"***An investigation into the effects of employees' motivation on job performance at Women and Law in Southern Africa -Eswatini*". It is envisaged that the study might help not-for-profit organisations in coming up with employee motivation and retention strategies, which boosts their contribution to social good.

I kindly request your participation in the study. Your contributions are completely confidential and ally privacy concerns are addressed. You are free to get clarification on the objectives and procedures of the study at any time of the study. Most importantly, you can withdraw at any time without any negative consequences.

It is my hope that you will contribute to this study.

SECTION A

Mark with a cross (X) the most appropriate answer from the given ones

1 Gender: Male ☐ Female ☐

2 Type of employment: Permanent ☐ Temporary ☐

3 Age (Years):

Category	Tick

20-25	
26-30	
31-35	
36-40	
41-45	
46-50	
51 and above	

3 Work Experience

Category	**Tick**
Less than a year	
1-5 Years	
6-10 Years	
11-15 Years	
16-20 Years	
21-25 Years	
26 Years +	

SECTION B: AVAILABILITY MOTIVATING FACTORS AT WORK

On a scale of 1 to 2, choose the most appropriate answer and mark with a cross (X). Indicate your level of availability of the motivating factor

KEY: 1- Factor is available/present, 2- Factor Unavailable/not present,

	MOTIVATING FACTOR	**1**	**2**

INTR01	Level of achievement at work		
INTR02	Recognition by peer workers and managers		
INTR03	Job task characteristics (Job description)		
INTR04	Level of responsibility		
INTR05	Prospects of career development		
INTR06	Growth		
EXT01	Policies and administration of the organisation		
EXT02	Quality of supervision		
EXT03	Relationship with supervisors		
EXT04	Working conditions		
EXT05	Salary and fringe benefits		
EXT06	Status at work		
EXT07	Job security		
EXT08	Relationships with peers		
EXT09	Relationship with subordinates		
EXT10	Work-life balance		

SECTION C: INDIVIDUAL MOTIVATION LEVEL

On a scale of 1 to 5, choose the most appropriate answer and mark with a cross (X). Indicate your level of motivation to put effort in your work.

KEY

1- Strongly disagree, **2**- Disagree, **3**-Neutral, **4**- Agree and **5**- Strongly disagree

CONSTRUCT ID	**STATEMENT**	**RATING**				
		1	**2**	**3**	**4**	**5**

INTR01	I feel a sense of personal satisfaction when I perform my work well					
INTR02	I feel down when my effort is not up to my expectations					
INTR03	I work harder because it gives me personal fulfilment					
INTR04	I am motivated by non-monetary forms of recognition					
INTR05	I always think of ways to do my work efficiently and effectively					
INTR06	I get motivated by availability of platforms to showcase my abilities					
INTR07	I am entrusted with high level of responsibility					
INTR08	I am contributing to the overall goals of the organisation					
EXTR01	I work to get approval from supervisors					
EXTR02	I put effort into work so that I get financial rewards					
EXTR03	I work just enough to ensure that my job is secure					
EXTR04	I put effort that ensure good working relations with peer workers					
EXTR05	The style of leadership in the organisation motivates me					
EXTR06	I like the level of pay I get for my effort					
EXTR07	The work itself is generally interesting					
EXTR08	My contribution makes a difference in this organisation					

SECTION D: PERCEIVED ORGANISATION PERFORMANCE

On a scale of 1 to 5, choose the most appropriate answer and mark with a cross (X). Indicate your level of motivation to put effort in your work.

KEY

1- Strongly disagree, **2-** Disagree, **3**-Neutral, **4-** Agree and **5-** Strongly disagree

	PERCEIVED ORGANISATION PERFORMANCE	**1**	**2**	**3**	**4**	**5**
Balanced Scorecard performance measurement	*In your opinion, to what extent does the prevailing organisational conditions and environment allow it to perform in terms of:*					
STAKE01	Constantly improving beneficiary experiences and services					
STAKE02	Delivering high level beneficiary service					
STAKE03	Providing required resources (materials, tools and equipment) for high performance					
STAKE04	Encouraging continuous forging of new donor relationships					
STAKE05	Improving beneficiary satisfaction					
FINANCIAL01	Contributing to growth in operating revenue sourcing and generation to aid and sustain programs					
FINANCIAL02	Increase donor and fundraising revenue					
FINANCIAL03	Efficient use of financial resources					
INTERNAL01	Improve productivity of workers					
INTERNAL02	Service delivery time improvements to beneficiaries					
INTERNAL03	Reduction in administration cycle needed to approve action					
LEARN & GROWTH 01	Improved employee satisfaction					
LEARN AND GROWTH 02	Employee retention					

LEARN AND GROWTH 03	Skills improvement for employees					

Thank you for participating in the study.

END

APPENDIX 3: INTERVIEW GUIDE

Introduction

1 Explain the physical working environment at the organisation.

…….

Intrinsic Factors

2. Do you have many achievements at the work place?

……

3. Do you feel empowered at your job?

……..

4. How often are you recognised for your work contributions? Is it commensurate with the effort you put?

…….

5. How interesting are the work tasks assigned to you? Is it challenging?

…….

6. Are you sometimes delegated higher task responsibilities?

……

Extrinsic Factors

7. What are your perceptions of your organisation policies and administrative procedures?

……

8. Can you rate the quality of supervision by your manager?

……...

9. Describe your relationship with other employees.

…….

10. Are the salaries and fringe benefits equitable with the effort you put into your work?

……

11. What are your opinions on job security?

……..

APPENDIX 4: CONSENT LETTER

Statement of Agreement to Participate in the Research Study

I hereby confirm that I have been informed by the researcher, Lomnthantazo Olgah Dlamini, about the nature, conduct, benefits and risks of this study.

- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study including personal details regarding my name, age, initials and diagnosis will be anonymously processed into the study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerized system by this researcher
- I may at any stage without prejudice withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full name of Participant Date Time

…… …..…….. ……..

I hereby confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

…….. …… …….

Full Name of Researcher ……..

Date …….. Time……..

APPENDIX 5: EDITING CERTIFICATE

WINDHOEK NORTH
TRAINING ACADEMY
P.O BOX 23778 WINDHOEK

30 JANUARY 2023

LANGUAGE & COPY-EDITING CERTIFICATE

This document serves to confirm that Lomnthantazo O. Dlamini's thesis has been copy edited and proofread for language, spelling, syntax and logical flow of ideas.

THESIS TITLE: *An Investigation into the Effects of Employees' Motivation on Organisational Performance at Women and Law in Southern Africa -Eswatini*

The document certifies that the above thesis was professionally copyedited and proofreads and corrected for errors in spelling, grammar, punctuation and syntax. In some cases, the editor improved sentence construction without changing the content provided by the student. The editor also removed some typographical errors from the thesis, and formatted the thesis so that it complies with the University of Namibia (UNAM) research guidelines.

Please note that WNTA is not held responsible for the edited thesis being passed or failed during examination process as our mandate is only language editing.

Please feel free to contact us should the need arise.

Sincerely

Sibanda

S. R Sibanda
General Manager

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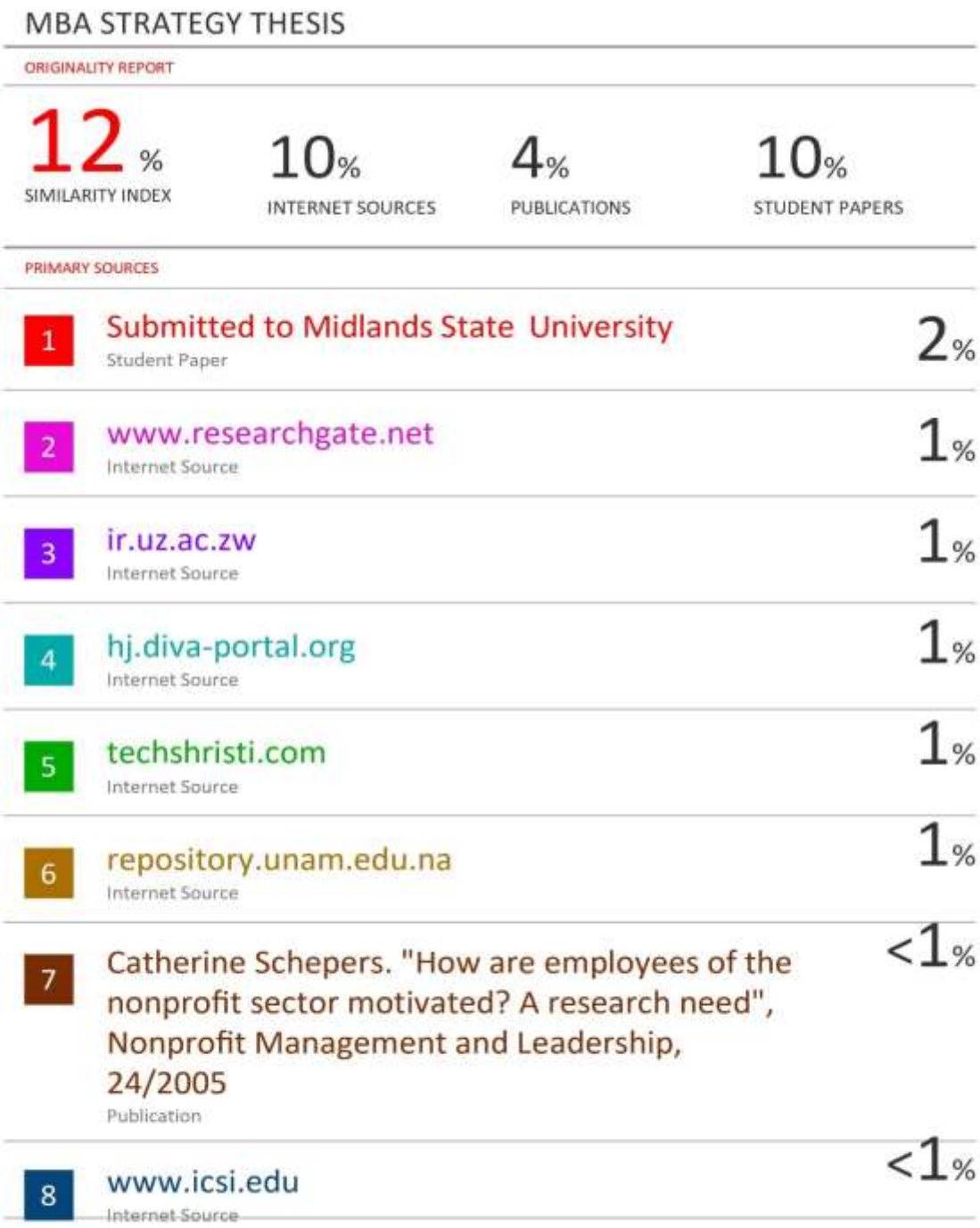
wnta@gmail.com
www.wnta.wix.com

APPENDIX 6: ORIGINALITY REPORT



MBA STRATEGY THESIS

ORIGINALITY REPORT

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